Foreword

To Women Business Owners:

Those of us working over the past decades to strengthen women's business ownership have watched with gratification as the numbers of women business owners in the United States continue to grow. As we begin the new millennium, a larger and larger share of the U.S. economy is composed of thriving women-owned businesses.

Significant efforts by government entities such as the SBA's Office of Women's Business Ownership as well as by national women's trade organizations, have contributed to the growing recognition of women's businesses as major force in our economy.

Yet one key area lags in the positive vision of women's entrepreneurship. Procurement, or selling to the federal government – a \$200 billion market – is the area that could offer huge opportunities. Groups such as the Interagency Committee for Women's Business Enterprise (ICWBE) have pointed out the discrepancy between the burgeoning numbers of women-owned businesses and the very small percentage of those businesses that actually break into prime contracting with the federal government.

This guide was prepared to assist women entrepreneurs in overcoming the barriers that may be limiting their success in procurement. It offers a step-by-step introduction to the world of federal contracting, and aims to demystify the technical and marketing challenges that contracting involves.

We hope that you will find here an ample number of resources to help you through the process. The Internet is indispensable in offering links – contacts to sources of contracting information as well as to those markets in the federal government that could use your product or services. Please use this guide electronically or download it and thumb through its pages.

In producing this guide, we have been fortunate to build on the expertise offered by the Women-owned Business Advocates as well as SBA's Office of Government Contracting, and we are grateful for their support.

We look forward to learning from you that women business owners' participation in the federal procurement market is now keeping pace with the success reflected elsewhere in the economy. Please let us know how we can update and improve this guide to meet your needs.

Barry Meltz Acting Associate Administrator, Government Contracting U.S. Small Business Administration Sherrye Henry Associate Administrator, Office of Women's Business Ownership U.S. Small Business Administration

Special Thanks

This book is made possible by the dedication and effort of many people, but especially the following individuals who took their own time and effort, including:

General Services Administration:

Liz Ivey, Office of Small and Disadvantaged Business Utilization

U.S. Department of Commerce:

Brenda Black, Office of Small and Disadvantaged Business Utilization

U.S. Department of Defense:

Patricia Cleveland, Office of Small and Disadvantaged Business Utilization

Judy Schlott, United States Air Force, Office of Small and Disadvantaged Business Utilization

U.S. Department of the Treasury:

Mary Ellen Dorsey, Office of Small Business Development

U.S. Department of Veterans Affairs:

Deborah Van Dover, Office of Small and Disadvantaged Business Utilization

U.S. Small Business Administration:

Lydia Kleiner, Office of Women's Business Ownership

Glynis Long, Office of Women's Business Ownership

Corinne M. Sisneros, Office of Government Contracting

Marae Taylor VerSteeg, Office of Women's Business Ownership

Table of Contents

Part II: How the Government Buys	
Women and the Government Market Expanded Opportunities for Women-Owned Businesses Emphasizing the Acquisition of Commercial Items Simplified Acquisition Procedures Uniformity in the Procurement Process	13 14 14
How the Government Buys	16
Government Tools for Identifying Potential Offerors	19 19
Procurement Marketing and Access Network (PRO-Netâ) The Centralized Contractor Registration (CCR) System The Qualified Products List (QPL) Qualification Procedure	19 20 20
How Does the Government Make Known Its Needs?	21 21 22
What Are the Government's Methods of Buying? Formal Advertising (Sealed Bidding) Invitation for Bid Buying or Contracting by Negotiation Requests for Proposals Types of Contracts	23 23 25 26

Part III: Selling to the Government	28
Before You Begin	28
Subcontracting with a Prime Contractor	29
Benefiting from the Government's Programs	31
U.S. Small Rusiness Administration	31
Department of Commerce (DOC) Federal Procurement Data Center (FPDC) Department of Transportation (DOT)	3838
Department of Transportation (DOT).	39
National Aeronautics and Space Administration (NASA) Environmental Protection Agency (EPA)	40
Environmental Protection Agency (EPA)	40
Mentor-Protégé Programs	4C

What If I'm Unsuccessful in My Bid or Proposal?	41
Debriefing/Evaluation in the Negotiation Process	41
Certificate of CompetencyProtests with an Agency or with the General Accounting Office	41
	42
What Are My Responsibilities as a Contractor?	
Termination for Default	43
Termination for Convenience	43
Contract Changes	44
Payments	
SpecificationsInspection and Testing	45
Special Recommendations and Advice	45
Appendix I: Agency Resources	17
SBA Field Offices	47
Government Contracting Area Offices Disaster Area Offices	4 /
GSA's Small Business Centers	49
The Federal Information Center Answers Your Questions Fast!	51
United States Department of Commerce Minority Business Development Agency	
(MBDA)	51
Federal Offices of Small and Disadvantaged Business Utilization (OSDBU)	53
Defense Logistics Agency (DLA) Service Centers Defense Contract Management Districts (DCMDs) and Defense Contract Management Commands (DCMCs).	59
Defense Contract Management Districts (DCMDs) and Defense Contract Management Commands (DCMCs).	60
U.S. Government Bookstores	65
O.G. Government Bookstores	00
Appendix II: Resource Bibliography	70
Resource Bibliography	70
Government Wide Resources	74
World Wide Web Directory	76
Federal Resources	
Internet Market Research Web Sites for Contracting Officers	82
Web Sites of General Interest to Businesses	86
Web Sites of Interest to Veteran-Owned Businesses	87
Web Sites of Interest to Women-Owned Businesses	88
Web Sites of Interest to Marive American-Owned Businesses	93
•	
State Acquisition Web Sites	95

Part I: 20 Frequently Asked Questions

1. What is the Women-Owned Small Business (WOSB) Procurement Program?

The Federal Acquisition Streamlining Act of 1994 (P.L.103-355) (FASA) established the government wide goal for participation by small business concerns owned and controlled by women at not less than 5% of the total value of all prime contract and subcontract awards for each fiscal year.

The WOSB Procurement Program has a required goal set by law, but there are no set-aside procurement programs or incentives for awarding a contract to a woman-owned small business. Therefore, at the U.S. Small Business Administration (SBA), we are determined to work with other federal departments and agencies to establish aggressive goals and to develop meaningful initiatives in cooperation with other SBA program areas to ensure that the goal for WOSB is achieved.

SBA is actively working to foster women's share of the Federal marketplace. At SBA we are implementing initiatives that will help increase women's share of the Federal procurement dollars, and we are actively searching for new and innovative methods. Following are the current WOSB Procurement Initiatives underway at SBA to help women-owned small businesses do business with the federal government and meet the government wide goal established by FASA.

2. How does the federal government define a "women-owned small business"?

The Federal Acquisition Regulations (FAR) defines a "women-owned small business concern" in Part 19.001 Definitions, as follows:

"Women-owned small business concern means a small business concern—(a) which is at least 51 percent owned by one or more women; or, in the case of any publicly owned business, at least 51 percent of the stock of which is owned by one or more women; and (b) whose management and daily business operations are controlled by one or more women."

3. Is there any advantage to being a woman-owned business when attempting to do business with the federal government?

Because of the 5 percent procurement goal for women established by FASA, agencies have a strong incentive to look for qualified women-owned businesses when filling contractual needs.

Most federal agencies have designated a point of contact for women business owners in the Offices of Small and Disadvantaged Business Utilization (OSDBUs). These contacts, or the OSDBUs, can help you determine the appropriate procurement personnel to whom you should market.

Also, you can request information on procurement fairs, agency procurement forecasts, and other research that will help you profit in the federal marketplace. SBA ON-LINE FOR LISTINGS: 1-800-697-4636.

4. Must a woman-owned small business be certified in order to do business with the federal government?

The federal government does not require any formal certification for women-owned small businesses that are proposing as prime contractors on federal procurements. If your business meets the definition, as stated in question 2, and you are submitting a proposal for Federal procurement, you can "self-certify." The reason that there is no certification requirement for prime contracts is because there are no preference programs to award prime contracts to women-owned small business. However, if you are submitting a proposal for a federal subcontract (and sometimes in the private sector as a prime) the prime contractor may require certification that your business is in fact woman-owned.

NOTE: To self-certify your firm as a WOSB with the federal government, you must meet the definition listed in FAR 19.001.

If you are interested in checking on the requirements for WOSB certification, you can contact the following organizations regarding the procedures and benefits of being certified as a woman-owned business.

Women's Business Enterprise National Council 1156 15th Street, NW, Suite 1015 Washington, DC 20005 Phone: (202) 862-4810 Fax: (202) 862-4829

Internet: http://orgs.womenconnect.com/wbenc

National Association of Women Business Owners Corp. 1411 K Street, NW, Suite 1300 Washington, DC 20005-3407 Phone: (202) 347-8686 Fax: (202) 347-4130

Internet: http://www.nawbo.org

5. How does the federal government identify small businesses that may qualify for a procurement opportunity?

Federal contracting personnel who are looking for small businesses with specific products or capabilities use SBA's PRO-Netâ database. PRO-Netâ is a free marketing tool that you can put to work for your business if you provide the maximum amount of current information. It is highly recommended that you register your company on PRO-Netâ, and that you provide a link to your Web site and list some of your major past-performance work history. This will make it easier for the federal contracting personnel, who increasingly have more work and less time, to quickly view your capabilities. You can access PRO-Netâ at http://www.sba.gov and click on PRO-Netâ to register. If you have any questions about using or registering on PRO-Netâ, click on "Comments."

In addition to being a marketing tool, PRO-Netâ is an electronic gateway that provides a link to procurement opportunities with federal, state, and European governments, and a link to private subcontracting opportunities. After you register on PRO-Netâ, click on "Procurement Opportunities" and use PRO-Netâ to help you identify procurement opportunities.

6. What type of training is available for women-owned small businesses interested in doing business with the federal government?

SBA established the Federal Dollar\$ and Sense Workshops to educate women business owners on how to do business with the federal government. The workshops provide women with opportunities to network with public and private-sector purchasing officials. During fiscal year 1999, the SBA held more than 114 workshops and provided valuable procurement assistance to more than 5,700 women-owned small businesses. To find conferences near you check the Internet at: http://www.sba.gov and click on "Calendars."

7. How do I determine if I have a product or service to sell to the federal government?

Procurement by the federal government is, for the most part, carried out on a decentralized basis. Therefore, you need to directly contact the government procuring activities responsible for buying the products or services you provide and request that your firm be included on all future applicable solicitation mailings. A listing of agency offices responsible for overseeing the small business program is provided further in this document. take the following steps prior to contacting these offices:

- Visit the agency Web site to learn more about the agency.
- Review the Forecast of Contract Opportunities to learn what the agency intends to buy during the fiscal year.
- Identify specific potential opportunities.
- Contact the agency's Office of Small and Disadvantaged Business Utilization to learn more about how its program runs.
- PRO-Net® A CONRACTING EDGE FOR WOMEN-OWNED BUSINESSES REGISTERED IN PRO-Net

The SBA can also help you locate the proper federal government personnel, where you are interested in doing business. SBA procurement center representatives (PCRs) are experienced procurement professionals trained to offer assistance and to suggest techniques for doing business with the government. Contact the SBA PCR closest to your business to discuss small business concerns and procurement opportunities. You can find your nearest PCR by going online to: www.sba.gov/gc and clicking on "Assistance Directory."

8. Are there any programs that provide contract preferences for small businesses?

Yes. For information on becoming certified as a small disadvantaged business (SDB), visit the SBA's SDB page at: http://www.sba.gov/sdb. For information on the 8(a) program check the Internet page at: http://www.sba.gov/med. To find out information on the HUBZone Program check the Internet page at http://www.sba.gov/hubzone.

9. What type of training is available for women interested in starting or expanding their businesses?

The SBA offers current and potential businesses access to a variety of services and resources, including prebusiness workshops, and technical and management assistance. An excellent resource for these programs is the Service Corps of Retired Executives. SCORE volunteers provide expert advice and business counseling based on their many years of firsthand experience and shared knowledge on virtually every aspect of business. To locate the nearest SCORE volunteer call the SBA Answer Desk at 1-800-U-ASK-SBA or go to www.sba.gov.

In addition, SBA offers specific assistance to women-owned businesses through women's business ownership representatives in SBA district offices. Your WBOR will be able to inform you about local resources and schedules of specific SBA programs that may be useful to you. To locate the nearest WBOR, call the **SBA Answer Desk at 1-800-827-5722** or go to www.sba.gov.

You may want to check the SBA home page for business resources such as small business development centers (SBDCs) and business information centers (BICs) in your area. The SBDC Program is designed to provide up-to-date counseling, training, and technical assistance in all aspects of small business development. The BICs are a resource with counselors, business reference material, and computer software to help you with all aspects of starting or expanding your business. You can locate the closest SBDC or BIC on the Internet at: www.sba.gov and click on "Local SBA Services."

The SBA's Online Women's Business Center (www.onlinewbc.org), is a state-of-the-art Internet site to help women expand their businesses. This free, interactive Web site, offers women information about business principles and practices, management techniques, networking, industry news, market research and technology training, free, online counseling, and hundreds of links to other sites, as well as information about the many SBA services and resources available to them.

10. How can I get a grant or loan to start up my business?

There is no federal grant money for individual business owners. Even though many publications and talk shows publicize grants to small businesses, the only grants available are for non-profit women's business centers that provide training for women who want to start or expand their businesses. The other grant program is for research and development for technology-based products and services for the government. However, the SBA has an excellent financial assistance program, which encourages bankers to help small businesses. This "loan guaranty" program is the agency's priority. Apply for a business loan at your bank. If financing is unavailable on reasonable terms from the lender, ask the bank to submit your loan application to the SBA for consideration. In partnership with your local bank, the SBA may offer a government guaranty of a loan to be made by that lender. SBA programs are especially valuable for new business start-ups and in instances where collateral is weak and/or a longer repayment term is needed. The SBA loan application package can be as simple as a one-page form, and the SBA can approve an application in 1-7 days.

Credit-worthy potential small business owners and existing small business owners who require capital to start or expand their business may find that SBA's financial assistance programs can help them secure the financing that they need. SBA has no funding for direct loans.

For information on SBA loan programs contact the SBA office closest to you or call the SBA Answer Desk at 1-800-8-ASK-SBA. Information is also available on the SBA Website at: www.sba.gov; click on "Financing" to see the variety of loan programs that are available through the SBA. Once you choose a loan program, you will see how the program works and whom to contact for more information about that specific loan program.

11. Where do I get information on small business taxes?

For small business tax information, visit the IRS Web site at www.irs.treas.gov/prod/bus_info/sm_bus.

12. Where can I get the information I need on importing and exporting goods?

For information on importing and exporting goods go to: <a href="https://www.customs.treas.gov/impoexpo/impoexp

13. Do I need my own money to start a business?

Yes. Any lenders or investors want to see that you have a considerable amount of your money in the business: your money is at risk as much as their money. If a business owner does not have owner equity in the firm, it is more tempting to walk away from a failing business because there is little to lose.

14. Where do I get "start-up" money?

The answer will vary depending on the amount of money you need, the length of time you have been in business, your geographic location, your personal credit rating, your ability to provide collateral, the viability of your business idea, whether you are looking for debt or equity financing, etc.

Explore the following sources of capital: banks (developing a relationship with a bank and a banker is key); small business development centers (while they may not have access to funds, they will almost certainly have resources and contacts); the "Friends and Family" bank (this is probably the most common and most successful source of funds for start ups); community development centers (many of them have money to lend); venture capital (for those who don't mind giving up "control" of their business); angel investors; the use of supplier/vendor financing (have a supplier extend 120 – day terms instead of the usual 30 while you extend only 30-day terms to your customers); seller financing; end-user funding (having the ultimate customer finance the research and development of the product).

The SBA also offers the Prequalification Loan Program, which may permit you to pre-qualify for an SBA loan guarantee before applying to a financial institution. SBA approval is based on ability to pay, not collateral. Another option is the SBA Microloan Program, which provides short-term start-up or expansion loans of up to \$25,000. Loans are made through non-profits with experience in lending and technical assistance. For more information, see www.sba.gov, and click on "Financing."

15. Are there other sources of financing for start-up businesses?

Yes. First consider your personal resources. Ask your bank about a personal loan and remember that a home equity loan is still the cheapest and fastest loan to obtain. Next, approach family and friends – those who know you best and who want to see you succeed. Show them the opportunity of investing in your business. Let them have an equity stake in your business, or if they prefer to lend you the money, write up an informal contract and pay back the loan as if you were working with a bank.

Factoring companies provide money lent upon receivables. If you have a product or service that you have already provided and billed for, but you do not expect payment for several weeks, a factoring company will quickly provide you up to 80 percent of the total invoice. This cash helps to cover the cash flow of the company until you get paid.

16. Should I go to a venture capitalist?

It depends on the type of business you own. Venture capital firms want to invest in companies where they can invest over \$1 million and receive a 30 percent return in three to five years.

17. I am working on a new computer theory and need research funds to continue my work. How can I get financing for my project?

The Small Business Innovation Research (SBIR) program may be useful. It is accessed electronically, through the SBA Online Bulletin Board. To access the SBA online Bulletin Board, dial: I-800-697-4636. To access this information, go to the SBA Web site at: www.sba.gov/. If you do not have access to a personal computer, you may be able to find Internet capability at your public library or local university.

18. I have been rejected by my bank and I am looking for a loan for a start up business in my home. What do I do?

We would suggest that you contact a small business development center or women's business center in your area for help in strengthening your current business plan and loan application. Consider submitting a loan application to another bank, or work with your SBA district office to prequalify for an SBA guaranteed loan. If the amount of money that you need is less than \$25,000, consider SBA's Microloan Program. This program was created to reach new markets, such as women, minorities, and businesses in rural and urban areas. For more information on SBA's small business development centers and women's business centers, see the SBA's Website, www.sba.gov or the Online Women's Business Center at www.onlinewbc.org.

19. I recently received a small business loan because my business is expanding. What other services can you provide?

If you have been in business at least one year, check with your local SBA office about the Women's Network for Entrepreneurial Training (WNET). This program was launched in 1990 and was designed to match successful women business owners with newer women business owners to share their experiences and expand the network for women business owners. You may also investigate organizations in your community, such as the National Association of Women Business Owners (NAWBO), National Association of Female Executives (NAFE), and the Business and Professional Women (BPW). Your Chamber of Commerce may also be able to identify programs of interest and services available in the area.

20. How do I determine if my product/service will sell? Do I need to hire someone else to do my market research?

There is no easy answer to this question. Generally speaking, there are many low-cost or free resources that can assist you in your market research. For example, many public libraries have Info-Connect services that can provide valuable information. The Department of Commerce has census data available. You can certainly conduct their own market surveys -- both written and verbal (by telephone or mail). You must understand your competition (their strengths and weaknesses and how their business stacks up); you must understand what your business's "added value" is -- what positively distinguishes your product or service from your competition's. You may conduct your own informal focus groups to determine if there is a demand for your product or service and/or contact the association(s) under which your product or service falls for information on markets (many associations have departments that collect market data on an ongoing basis). You may even choose to hire an outside market research firm, but in many cases, this is not necessary.

Part II: How the Government Buys

Women and the Government Market

Government procurement is big business. More than \$200 billion is spent annually for products and services. Now is a good time to get in on the action in the federal marketplace. While competition has long been recognized as a prudent business practice, there is renewed emphasis today on competition within the federal government.

In 1994, President Clinton signed the Federal Acquisition Streamlining Act (P.L. 103-355) landmark legislation that calls for major revisions in the federal procurement laws for all civilian and defense agencies. FASA significantly changes the way the government does business. The most significant provisions of the new law:

- establishes a new 5 percent government wide procurement goal for women-owned small businesses.
- encourages agencies to rely on off-the-shelf commercial products instead of those specifically designed to comply with government-unique requirements.
- streamlines acquisition procedures through an increased small purchase dollar threshold.
- implements a government wide electronic commerce system that will allow computers to exchange business data in a standard format.
- amends several current procurement laws to provide uniform treatment of both Department of Defense and civilian agency procurements.
- authorizes the Office of Federal Procurement Policy to test alternative procurement techniques in 13 pilot acquisition programs.
- improves contract protest and oversight procedures.

Expanded Opportunities for Women-Owned Businesses

The 1994 legislation establishes a 5 percent government wide procurement goal for women-owned businesses.

Although the legislation makes it clear that government agencies are expected to expand contract opportunities for women, this does not mean that contracts will be set-aside solely for women-owned small businesses. Rather, agencies will have a strong incentive to look for qualified women-owned small businesses when trying to fill contractual needs. It is still up to women business owners themselves to market their products and services to the government.

Emphasizing the Acquisition of Commercial Items

FASA encourages agencies to rely on commercial items and components that are readily available and simplifies the procedures for buying those items. The scope of products and services that qualify for treatment as commercial items has been significantly expanded to include:

- Products of a type customarily used by the general public that have been offered for sale in the commercial marketplace;
- Products that have been developed from existing commercial items through advances in technology or performance, even if not yet available in the commercial marketplace;
- Commercial items that need only minor modifications to meet federal requirements;
- Installation, maintenance, repair and training services, if procured in support of a commercial product under terms and conditions available to the general public;
- Commercial services offered and sold competitively in the business arena; and

• Items previously developed for government use if (a) they were developed at private expense, and (b) they have been widely sold on a competitive basis, to state and local governments.

These changes represent a commonsense approach to government procurement and eliminate many burdensome paperwork, record keeping and certification requirements.

Simplified Acquisition Procedures

FASA removed nearly all restrictions on purchases of less than \$100,000 (This dollar amount replaces the previous small purchase threshold of \$25,000). It means that instead of full and open competition, agencies can now use simplified procedures for soliciting and evaluating bids up to \$100,000. The Government is required to advertise in the Commerce Business Daily (CBD) all procurement requirements over \$25,000.

Simplified procedures require fewer administrative details, lower approval levels, and less documentation. New procurement reform legislation requires all federal purchases above \$2,500 but under \$100,000 to be reserved for small businesses, unless the contracting officer cannot obtain offers from two or more small businesses that are competitive on price, quality and delivery.

Government purchases of up to \$2,500 in individual items or multiple items whose aggregate amount does not exceed \$2,500 (\$2,000 for construction-related items) are now classified as "micro-purchases" and can be made without obtaining competitive quotes if the contracting officer determines that the price is reasonable. These purchases are no longer reserved for small businesses. They are also not subject to the Buy American Act. Many purchases under the \$2,500 threshold are made using either a Visa or Mastercard government purchase card. If you accept these methods of payment, be sure to advertise it. Both program and contracting personnel may make purchases with the card.

The Purchase Card Program allows small businesses another way in which to target business opportunities within the federal government. Purchases made under this program are authorized under FASA as well as the simplified small purchase procedures found in the Federal Acquisition Regulations (FAR) Part 13. The program reduces administrative costs, streamlines payment procedures in the area of small purchases, and improves opportunities for small and small disadvantaged businesses to do business with federal agencies.

The purchase card should be used primarily for items needed in the day-to-day operation of the organization, such as:

- ♦ ADP equipment
- ♦ small office equipment
- medical services
- medical supplies
- ♦ office supplies
- office machine repair services
- vocational rehabilitation services
- medical equipment

Examples of instances in which the purchase card may **NOT** be used include:

- Rental or lease of motor vehicles
- ♦ Food, entertainment or lodging
- Gasoline or oil
- ♦ Any type of official travel expense

Personal services

Uniformity in the Procurement Process

The Federal Acquisition Streamlining Act amends several procurement laws to create a uniform procurement system in which civilian and defense agencies are governed by the same statutes. Both civilian and defense agencies are now required to focus on performance-based management concepts for major acquisitions.

How the Government Buys

General Procedures

The government buys many of the products and services it needs from companies who meet certain qualification requirements. With a few exceptions, all proposed contract actions over \$25,000 are synopsized in the *Commerce Business Daily* 15 days prior to the release of the solicitation.

The government purchases the products or services it needs by two methods. The first method, known as formal advertising, (referred to as "sealed bidding" in the Competition in Contracting Act and Federal Acquisition Regulations), involves the issuance of an invitation for bid (IFB) by a procuring agency.

Following receipt and evaluation of the bids, a contract is usually awarded to the lowest priced bidder determined to be responsive and responsible by the contracting officer. The second method of competitive proposals is buying by negotiation, which involves the issuance of a request for proposals or request for quotations and the negotiation of each element in the proposal. An award is made to the offeror who has the best proposal in terms of *both* technical content *and* price. Both methods are discussed in some depth later in this publication.

One of the most significant changes to acquisition reform is the increased importance of "best value." Best value means that, rather than making awards to the lowest bidder as it generally did in the past, the government can now make awards for the item that best satisfies its needs at a slightly higher price. If purchasers are going to make an award based on best value, they must state their intent in the solicitation document and include a description of the evaluation criteria, award factors, and factors other than the price that will be considered in making a contract award.

Consolidated Purchasing Programs

Most government agencies have common purchasing needs -- carpeting, furniture, office machine maintenance, petroleum products and perishable food supplies are just a few examples. Sometimes the government can realize economies of scale by centralizing the purchasing of certain types of products or services. The three largest interagency consolidated purchasing programs are administered by the General Services Administration, the Defense Logistics Agency, and the Department of Veterans Affairs.

General Services Administration

Under the Federal Supply Schedule Program, GSA enters into government wide contracts with commercial firms to provide more than 4 million state-of-the-art, high-quality commercial products and related services such as computer and communication equipment, vehicles, furniture, hardware, office equipment, office supplies, paints and chemicals, alarm and facility-management systems, scientific equipment; financial management services and more. The Federal Supply Schedules Program offers significant opportunities for small businesses. More than 70 percent of the 6,000 Federal Supply Schedule contracts are held by small businesses.

Leasing is recognized by FAR 2.101 as an acquisition method and several schedules contain leasing, such as, information technology, copiers, furniture and more. To keep with the latest information on federal supply schedules, please visit the online site at: http://www.fss.gsa.gov.

Defense Logistics Agency

DLA manages and buys approximately 2 million general supply items for the military services. These include food, clothing, textiles, medical and dental equipment, and construction equipment. There are currently three prime vendor programs: subsistence, medical/surgical supplies and equipment (which includes pharmaceuticals), and clothing. These programs are operated by the Defense Personnel Support Center.

Both the subsistence and medical/surgical prime vendor programs have divided their customers – the military installations – into regions. The subsistence program is divided into dry goods, market-ready items, and fresh fruits and vegetables. There may be one or several vendors for each sub-category. The subsistence prime vendor has now been extended into Europe and the Pacific Rim.

Department of Veterans Affairs

The VA National Acquisition Center (VA NAC), located in Hines, III., is responsible for Federal Supply Schedule (FSS) Group 65 for medical and surgical supplies and equipment. The VA NAC contracts for such items as medical, dental and surgical supplies; drugs and chemicals; non perishable foodstuff; prosthetic and orthopedic aids; medical, radiological, surgical and laundry equipment; and uniforms and flags. VA NAC is also responsible for the four prime vendor programs: subsistence, medical/surgical equipment and supplies, pharmaceuticals, and laundry and cleaning supplies and equipment.

VA NAC also maintains the National Standardization Program, which covers most common supplies such as sutures, needles and gauze that are in use throughout all of the VA medical facilities nationwide. These items are purchased through the Prime Vendor Medical/Surgical Program on blanket purchase agreements (BPAs), which are issued only to contractors with current contracts under Federal Supply Schedule (FSS) Schedule 65, Medical Equipment and Supplies

There are other government offices that consolidate the buying needs of customers throughout the nation and the world. Consult the publications entitled *U.S. Government Purchasing and Sales Directory* and *Selling to the Military* (see Appendix 3) for locations of these central offices and other buying offices of individual federal agencies. Both of these publications are discussed later in this booklet.

Major Federal Agencies

Each federal agency has its own unique mission and, therefore, has different purchasing needs. The following paragraphs discuss a few major categories of product and service requirements of the larger procuring agencies. For a listing of past buys and current opportunities, visit the listed web site.

The **Department of Defense**, by far the largest procuring agency, with approximately three-fourths of the contracting dollars spent in the federal government, spends most of its money on the acquisition and support of sophisticated military hardware systems. DOD has initiated a very active competitive process that concentrates on finding new sources for spare parts for these hardware systems. A very few of its unique purchasing requirements are:

- Army Focus is on engineering, construction and real estate programs for both U.S. and foreign governments, infrared and microwave research, camouflage materials, new clothing requirements, and laundry. www.hqda.army.mil/osd_directive.html
- ◆ Air Force Focus is on aircraft, missile and related weapons support systems spare parts, repair and maintenance base support, commodity and services. The Air Force Small Business Online at http:www.selltoairforce.org, features tools for small businesses -- contracting opportunities, information technology tools, articles, technical assistance, and links to other sources, plus long range acquisition estimates, lists of typical Air Force buys, contact information for procurement personnel, and step-by-step guidance for businesses just entering the contracting market. The WOBLink Supplier Database at (www.supplierlink.com/woblink) provides a national database of women-owned business firms. Currently more than 50,000 businesses are registered. Buyers and prime contractors use the capabilities and performance listings to locate qualified suppliers. The Interactive Electronic at (www.miairforcemall.org) is an electronic marketplace for minority institutions, colleges, universities, and for small, minority and womenowned businesses.

Built upon the concept of a shopping mall, participants can shop for opportunities, news, teaming partners, business partnerships, technical assistance and training, as well as market their own businesses' services. The Air Force Outreach Program Office at (www.airforceoutreach.org) established in 1998, at Brooks AFB, Texas, is the Air Force's primary tool for expanding federal procurement opportunities for small businesses, including womenowned businesses. It creates proactive, innovative methods of internal and external customers in developing programs to benefit small businesses, through research, partnerships, community outreach events, education, and training.

 Navy -- Focus is on management consulting, engineering, development and production of cruise missiles, shipbuilding, ship-chartering and ocean shipping services. www.hq.navy.mil/sadbu/default.htm.

The **Department of Energy** procures energy-related research, development and engineering services by contract and assists both private and public institutions through grants and agreements. www.hr.doe.gov/ed/index.html.

The National Aeronautics and Space Administration procures space-related research and development space vehicles and related hardware and components. www.hg.nasa.gov/office/procurement/index.html.

The **Department of Veterans Affairs** procures a variety of supplies and services in support of the VA medical centers, outpatient clinics, the Veterans Benefits Administration, and the National Cemetery Administration. These services and supplies include medical and surgical equipment and supplies; services; pharmaceuticals; business related support services such as transcription, wheelchair van and ambulance, and architect/engineering and construction services.

www.va.gov/osdbu.

The **Department of Agriculture** procures farm equipment and supplies, free planting services, soil sampling equipment and food commodities. **www.usda.gov/osdbu**.

The **Department of the Interior** contracts for National Park Service concessions, fish foods, oceanographic environmental studies, ecological investigation studies and construction of dams. **www.doi.gov/osdbu**.

The **Department of Health and Human Services** contracts for health-related services such as food and drugs, research on mental health, the aging process, etc. It also has a very active grant program for basic research and development in health delivery systems. **www.os.dhhs.gov**.

The **Department of Transportation** procures air traffic control equipment; buoys; research on vehicle propulsion, and vehicle safety; and research and development studies on the design and construction of the nation's highway system. **www.dot.gov/business.htm**.

The **Department of the Treasury** contracts for a variety of goods and services to support the missions of its twelve bureaus. Approximately 42 percent of purchases made in FY 1998 were in the information technology area. **www.treas.gov/sba**.

The Tennessee Valley Authority contracts for the operation of electrical power plants, construction of dams and locks, and the development and experimental production of fertilizers.

Government Tools for Identifying Potential Offerors

Electronic Posting System (EPS)

In 1998, GSA, NASA, DOT, the Air Force, Treasury, and Commerce formed a team to pilot the multi-agency Electronic Posting System (EPS). EPS enables agency buyers to make notices of requirements, solicitations, awards and other acquisition-related documentation accessible to vendors on the Internet. Access is intended to be easy and convenient through a variety of search-and-downloading tools at one Internet address. Each participating agency agreed that at least one of its procurement activities would post all applicable solicitations on EPS. www.eps.gov.

Procurement Marketing and Access Network (PRO-Netâ)

PRO-Netâ is an electronic gateway of procurement information – for and about small businesses. It is a search engine for contracting officers, a marketing tool for small firms, and a link to procurement opportunities and important information. It is designed to be a virtual one-stop procurement shop.

PRO-Neta: A Search Engine

PRO-Netâ is an Internet-based database of information on more than 180,000 small, disadvantaged, 8(a) and womenowned businesses. It is free to federal and state government agencies as well as prime and other contractors seeking small business contractors, subcontractors and/or partnership opportunities. PRO-Netâ is open to all small firms seeking federal, state and private contracts.

Businesses profiled on Pro-*Netâ* can be searched by SIC codes, key words, location, quality certifications, business type, ownership race and gender, EDI capability, etc.

PRO-Neta: A Marketing Tool

Business profiles in PRO- $Net\hat{a}$ include data from SBA's files and other available databases, plus additional business and marketing information on individual firms. Businesses on the system are responsible for updating information.

Profiles are structured like executive business summaries, with specific, user-friendly data search fields that are designed to meet the needs of contracting officers and other potential users.

Profiles provide vendors an opportunity to put a controlled "marketing spin" on their businesses. Companies can also link their web sites to their PRO-*Netâ* profile, creating a powerful marketing tool.

PRO-Neta: A Link to Procurement Opportunities

An electronic gateway, PRO-Netâ provides access and is linked to the Commerce Business Daily, agency home pages and other sources of procurement opportunities.

The system is also linked to key sources of information, assistance and training.

PRO-Netâ is a cooperative effort among SBA's offices of Government Contracting, Minority Enterprise Development, Advocacy, Women's Business Ownership, Field Operations, Marketing & Customer Service, the Chief Information Officer, and the National Women's Business Council.

To find out more about PRO-Netâ, visit the Web site at: www:pro-net.sba.gov/.

The Centralized Contractor Registration (CCR) System

The Centralized Contractor Registration System is a standardized **Department of Defense** registration procedure to obtain contractor information in a useful and accurate format.

The Electronic Commerce Information Center (ECIC) can assist you in registering with the Central Contractor Registration System (CRS) operated by the Defense Information Systems Agency (DISA) Mega Center - Columbus. ECIC can be contacted by phone, Monday through Friday, from 8 a.m. to 8 p.m. eastern time at (800) EDI-3414 or (703) 681-0211, by FAX at (703) 681-0349, by email at dodedi@acq.osd.mil, or at the following mail address: Electronic Commerce Program Office, 5111 Leesburg Pike, Suite 9104, ATTN: EC Information Center, Falls Church, VA 22041.

The Qualified Products List (QPL)

QSLM is the Qualified Suppliers List for Manufacturers (QSLM), and the Qualified Suppliers List (QSLD)for Distributors. The QSLM/QSLD qualification program encompasses the latest thinking on commercial products and incorporates these elements into acquisition streamlining. The Qualified Products Lists are maintained by the General & Industrial Directorates of the Defense Logistics Agency and are utilized by DOD procurement offices.

In order to participate in this program, you must first request an application form and a copy of either the QSLM or QSLD Criteria and Provisions for the specific commodity area of interest. You may apply directly at www.ccr.dlis.dla.mil or call the Defense Supply Center Philadelphia Small Business Office, Toll Free at (800) 831-110.

Qualification Procedure

Products are tested for compliance with the requirements of a specification prior to and independent of government procurement. The qualification procedure prevents possible delay in delivery of products under contract that might be caused by problems in design or composition.

The fact that a product has been tested and placed on a QPL shows only that a manufacturer can produce this item according to required specifications. It does not guarantee purchase from that manufacturer.

How Does the Government Make Known Its Needs?

There are several approaches the government uses to tell or advise prospective sellers what goods and services it wants to buy. The *Commerce Business Daily* is a document listing proposed government purchases, subcontracting leads, contract awards, sales of surplus property and foreign business opportunities. Subscriptions to the *CBD* are available from the Government Printing Office or the Department of Commerce. In addition, regional GSA business service centers and SBA offices have copies of the *CBD* for review. Many libraries also subscribe to the publication. In referring to the *CBD*, note that number "1" before a procurement announcement indicates that the requirement is 100 percent set-aside for small businesses.

The CBD is a free online Internet service available to all businesses at http://cbdnet.access.gpo.gov.

The **Electronic Posting System (EPS)** is a World Wide Web-based application that provides an interface with the Commerce Business Daily's CBDNet for creating synopses, and permits uploading of solicitation files. The EPS also provide vendors access to agency business opportunities and allows them to register to receive e-mail notification of opportunities in their areas of interest. You may find solicitations for GSA at www.eps.gov.

GSA Regional Small Business Centers (SBCs)

The General Services Administration is the Federal Government's business manager, buyer, real estate developer, telecomminications manager, and computer solutions provider. GSA contracts for billions of dollars worth of products and services. Consequently, the GSA regional small business centers (SBCs) are a logical marketing source. If GSA is not the proper market, the personnel at the SBC will direct you to the appropriate federal agency or department. (Full addresses of the 12 Business Service Centers can be found in Appendix 2.)

The Small Business Service Centers in your area can provide the following services:

- counseling for small businesses interested in federal contracts,
- copies of useful publications and other reference materials,
- invitations for bid and products specifications,
- aid in locating small business set-aside programs for contracting and subcontracting, and
- general procurement assistance from small business information officers.

Defense Logistics Agency (DLA)

A major buying agency of the Department of Defense has several supply centers listed in Appendix 2 that manage specific items. Management and administration of most defense contracts are consolidated under DLA through the defense contract management districts (DCMDs). You can get information on contracts and subcontract opportunities from the small and disadvantaged business specialist office at the nearest DCMD regional office. See Appendix 2 for addresses: www.dla.mil/ddas.

Other Resources

Listed below are some additional sources for information about contract opportunities.

U.S. Government Purchasing and Sales Directory – This is a comprehensive guide to government purchasing and sales activities, published by the Small Business Administration. The directory lists products and services bought by the federal government and indicates which agencies buy them and which of their purchasing offices should be contacted by potential suppliers. The directory also lists the types of surplus property sold by the government, locations of state offices and indicates SBA assistance available in obtaining surplus property. Available from the Superintendent of Documents, Government Printing Office, Washington, DC 20402, and at **www.gpo.gov**.

Doing Business with the GSA – This publication describes how to find contracting opportunities with GSA, how to take advantage of them, and how to make the most of the services offered by the Regional Small Business Centers, the "front doors' to GSA contracting. Available from GSA, Office of Enterprise Development, Washington, DC 20405 and at www.gsa.gov/oed.

Offices of Small and Disadvantaged Business Utilization – This booklet lists the names and telephone numbers of more than 600 Department of Defense small and disadvantaged business utilization specialists (OSDBUs). Their assignment is to help small business firms locate military bidding opportunities. Available from the Superintendent of Documents: GPO 008-000-00390-4. Civilian agencies also have these small business specialists to assist you in doing business with them. (See Appendix 2.)

Selling to the Military. This is a comprehensive guide to finding bid opportunities and selling to the Department of Defense. Its coverage includes:

- information on how to get on bidders lists
- ♦ addresses of major purchasing offices
- ♦ a description of the federal government's system of specifications
- information on military exchange services, and information on bid opportunities in research and development

Available from the Superintendent of Documents: see address above: GPO 008-000-00345-9.

Doing Business with NASA – This publication describes how, what and where the National Aeronautics and Space Administration buys. Another useful publication, *How to Compete for NASA Contracts*, tells how to put your bid together. Available from NASA, Director of Procurement, Washington, DC 20546, and at www.nasa.gov.

United States Government Organization Manual – This manual lists practically every federal agency, with telephone numbers for obtaining information, including listings of purchasing offices. Available from the Superintendent of Documents: GPO 022-003-01099-8.

Department of Transportation Marketing Information Package – This publication tells how, what and where the Department of Transportation buys, and provides up-to-date addresses and phone numbers for each DOT procurement officer:

Small Business Guide to Federal Research and Development. This publication provides small, technically oriented firms with information about bid opportunities in research and development. It describes how to get federal R&D support and how to use federal document retrieval systems, which can be a source of substantial information. A venture capital primer for small businesses is included. Research and development bid opportunities offered by federal agencies are described, and the offices and individuals to contact are listed. Available from The National Science Foundation, Office of Small Business R&D, 4201 Wilson Blvd., Arlington, VA 2223.

Procurement Forecast

Women business owners should also know that Public Law 100-656 requires major government departments and agencies to make available their own forecasts of contracting opportunities for each fiscal year to the U.S. Small Business Administration and to interested business owners. The opportunity projections and estimates are developed from procurement plans for the upcoming fiscal year and on records of past purchases. Contact the Office of Small and Disadvantaged Business Utilization for a particular department to obtain a copy of its current forecast, or use the SBA Office of Government Contracting's homepage at http://www.sba.gov/GC. The homepage provides "hot links" to other agencies.

What Are the Government's Methods of Buying?

There are two methods contracting officers use to acquire the products and services needed by the federal government. They are:

- ◆ formal advertising, (sealed bidding) involving the issuance of an invitations for bid (IFBs), and
- competitive proposals, involving the issuance of requests for proposals (RFPs).

Formal Advertising (Sealed Bidding) -- Invitation for Bid

Solicitation Process

An IFB is sent to businesses on the bidder's list.

Public announcements are placed in the *Commerce Business Daily*, and may also be placed in trade papers, posted in post offices, and filed with SBA's procurement center representatives.

Solicitation Package

The invitation for bid, or solicitation package, contains instructions and specifications for preparing bids. Typically, this will include:

- a description of specifications for the product or service being procured;
- delivery schedule and packaging/shipping requirements;
- payment schedule and terms;
- standard contract provisions and clauses;
- deadline for submitting bids;
- date and time of bid opening; and certifications and representations to be filled in by the offeror.

Contract Award

When bids are opened, the bidder quoting the lowest price is awarded the contract if the bid is responsive and if the bidder qualifies as a responsible business.

Responsive bid: The contractor has agreed to perform on the government's terms and complies with the IFB in all important respects, including the method and timeliness of bid submission and the substance of any resulting contract.

Responsible bidder: Responsibility refers to the contractor's ability to perform the contract. Determining factors include financial capacity, plant capacity, skill, judgment and integrity. The contracting officer makes this determination from data kept in the department or agency, and/or through a pre-award survey.

Time Span

The time span is generally 90 to 120 days from solicitation to bid opening and contract award.

Figure 1, on page 24, indicates the key or significant events in the formal advertising process.

Buying or Contracting by Negotiation -- Requests for Proposals

Solicitation Process

When formal advertising is not suitable or possible due to the nature of the product or service, the government will negotiate the purchase. Small purchases are most often made through special expedited negotiation procedures. Purchases over \$2,500 and under \$100,000 are "set aside" for small businesses if the contracting officer determines that (a) there is a reasonable expectation that offers will be obtained from at least two responsible small business concerns, and (b) awards will be made at reasonable prices.

Requests for proposals are issued to potential contractors whose names are on the agency bidder's list. RFPs are also sent upon the request of any prospective contractor.

Public announcements are also made, such as those in the *Commerce Business Daily*.

The RFP describes the product or service desired, delivery time and other terms of the contract. The request for quotations (Standard Form 18, see Appendix 1) is usually used to submit quotations for small purchases, but may also be used for large purchases.

Sealed Bids Process Product/Service Needed and Authorized Agency Solicitation Bidders List Commerce Business Daily and Additional Sources (when needed) Invitation for Bids **Bidders** Pre-Bid Conference (when necessary) Bids **Public Opening** Evaluation Pre-Award Survey (when necessary) Award of Contract Figure 1

Proposals submitted are generally expected to contain pricing information and descriptions of products or services offered.

Contract Award

The contract award is made through evaluations and negotiations after proposals have been received and reviewed. Award is made to the bidder whose final offer is most advantageous to the government, not necessarily the company offering the lowest price.

Time Span

For negotiated contracts, the time involved varies in accordance with the contract type and complexity of the requirement.

Figure 2, on page 26, indicates the key or significant events in the negotiation process.

A prospective offeror should be aware of two events that may take place in either formal advertising or negotiation:

Pre-Bid or Pre-Proposal Conference: This conference may be used by a contracting officer generally in a complex acquisition, as a means of briefing prospective offerors and explaining complicated specifications and requirements. Such conferences are held after the solicitation has been issued, but before offers are submitted.

Pre-Award Survey: When it is deemed necessary to further evaluate a prospective contractor prior to a contract award to ensure performance, a pre-award survey is conducted at the request of or by the contracting office.

Unsolicited Proposals: In addition to responding to IFBs and RFPs, a business may also submit an unsolicited proposal when it believes it has a product or service of interest to an agency. This is done frequently in the research-and-development field. It does, however, require knowledge of specific agency funding programs. Federal agencies have established procedures for receipt and evaluation of these proposals.

Before preparing a proposal, be sure to first contact the particular agency to find out its needs, as well as specific procedures for submission, the evaluation process and proposal requirements.

Types of Contracts

Contracts can be categorized into two basic types: fixed-price and cost-reimbursement.

Fixed-price contracts place upon the contractor the responsibility for costs and the risk of incurring a loss, and may be a firm fixed price that does not permit any adjustment on the basis of the contractor's cost experienced in performing the contract.

They are used in all sealed-bid procurements, as well as many negotiated procurements, and have variations that include provisions for economic price adjustments for adjusting price based on performance, and for adjusting the price after a specified initial period of deliveries or performance.

Cost-reimbursement contracts provide for payment of allowable incurred costs to the extent prescribed in the contract and establish a ceiling price above which a contractor may not exceed (except at her own risk) without the approval of the contracting officer.

Cost-reimbursement contracts also have variations that include incentive provisions and provisions for the contractor sharing the cost. (Cost-sharing contracts are used in research contracts that have commercial applicability.)

Other contracts that do not fit neatly into the two main types include time and material (T&M) contracts, and labor hour contracts, where the price for hourly wages are fixed but the hours are not (they are estimated); and letter contracts, which are preliminary contractual instruments used to authorize a contractor to begin work on an urgent requirement.

General Contract Provisions and Clauses

Besides specific instructions and descriptions, government contracts include many required clauses. The substance of these clauses will vary, depending on the product or service under contract and depending on the type of contract. There may also be "special" clauses for specific contracting situations. Both required and optional clauses are published. Contract clauses prescribed by the FAR may be incorporated in the contract by reference.

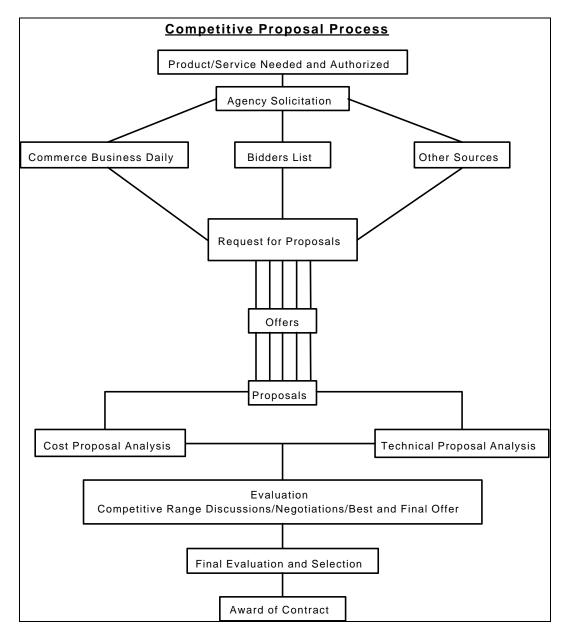


Figure 2

Part III: Selling to the Government

Before You Begin

Selling to the federal government is, in some ways, similar to selling to the private sector. While federal procurement procedures may have a different set of rules and regulations, many of the same marketing techniques and strategies you already employ may work here. Use your common business sense. Some tips:

- Get to know the agency and understand the context in which your product or service could be used.
- Obtain available information on past awards, quantities, costs and awarders.
- Become known to potential purchasers.

Before going forward, take a moment to think about your company's product and services. Take a close look at your company and consider what the government will look for when considering your company for a contract award.

Financial status, staff capabilities and track record are all of interest to the government. There are also many ways to give your company a competitive edge. Here are some questions to ask yourself:

Does your company exhibit or attend trade shows and business conferences?

Government contracting officers attend these events in all areas of the country. Tradeshow exhibits present a personalized image of a business and are a creative and relatively inexpensive way to display your capabilities to a large audience of prospective customers. Attending business conferences gives visibility to your company's name, products and services.

Do you regularly look over trade or state-of-the-art publications relevant to your product or service line?

Your company will be able to present a "cutting-edge" image of its product/service line if your staff members are aware of the latest activities in their skill areas. You will often find ideas for improving your marketing techniques through these publications. You might even want to submit an article or report to one of them about a special experience of your company. These publications are another source government agencies use in finding purchasing sources or commodities they might want to buy.

Do staff members of your company belong to professional associations and/or civil organizations?

Not only a way of making contacts, these groups can also provide opportunities for staff members to informally advertise some of the unique qualities of your company. Through their personal involvement in the group's activities, they give visibility to the company. Federal agency purchasing officers regularly go over the membership lists of such associations and organizations in looking for procurement sources.

Getting started?

This publication includes a comprehensive list of agency resources (see Appendix 2). Use them! These offices can give you guidance on programs, publications and workshops in your area on any subject from accounting to marketing.

At first, government procurement procedures and terminology may perplex you. Recognize that familiarity with standard terms will help you communicate more effectively with contracting officers and may improve your chances for award of a contract. This publication contains an extensive bibliography of government procurement publications, many of which are available free.

By reading some of these, you may find yourself one step ahead of the competition.

Subcontracting with a Prime Contractor

Subcontracting or teaming with a prime contractor can be a profitable experience as well as a growth opportunity for your business. If, after assessing the capabilities and capacity of your business, you conclude that you are not ready to bid competitively for prime contracts, consider the opportunities available through subcontracting. The experience gained from performing as a subcontractor can assist you in responding to solicitations as a prime contractor. Subcontracting, however, should not be viewed only as an opportunity for less-experienced business, but also as a vehicle to enhance your qualifications to become more competitive to perform as a prime contractor.

Over the years, several laws have been passed regarding subcontracting to small business, including Section 8(d) of the Small Business Act, Public Law 95-507, Public Law 103-355, and FAR 19.702. These laws require prime contractors having contracts that exceed the simplified acquisition threshold to provide maximum practicable subcontracting opportunities to small businesses, HUBZone small businesses, small disadvantaged businesses, and women-owned small businesses. The clause "Utilization of Small Business Concerns," must be included in all federal contracts exceeding this threshold.

These laws, among other things, require that:

- on contracts more than \$500,000 (or \$1,000,000 for construction of a public facility) large contractors and subcontractors submit subcontracting plans containing specific percentage goals for small businesses, HUBZone small businesses, small disadvantaged businesses, and women-owned small businesses.
- subcontracting plans contain a description of the methods and efforts used to assure that small business enterprises have an equitable opportunity to compete for subcontracts.
- subcontracting plans be submitted by contractors for review prior to the award of any contract; failure to comply in good faith with its approved plan may subject the contractor to liquidated damages or termination

for default.

The requirement to submit a subcontracting plan does not apply to:

- small businesses,
- contracts under the prescribed dollar amounts,
- prime contracts not offering subcontracting possibilities, or
- contracts to be performed entirely outside the United States.

Recommendations:

As a small business engaged in subcontracting, be sure you understand the terms and conditions of your contract with the prime contractor before agreeing to serve as a subcontractor. Ask:

- How and when will I receive compensation from the prime contractor?
- How much can I rely on the prime contractor for special tools, engineering advice, information on manufacturing methods, etc.?
- How will quality control and inspection procedures be applied to my subcontract?

P.L. 95-507 (section 8(d) of the Small Business Act)

Prior to the enactment of this law, prime contractors were to use their best efforts to "voluntarily" subcontract with small firms. P.L. 95-507 changed the emphasis from voluntary to mandatory and from best efforts to "maximum practicable opportunity."

Today, all federal contracts over \$10,000 must contain a clause entitled "Utilization of Small, Small Disadvantaged, and Women-Owned Small Business Concerns."

The law, among other things, requires that:

- on contracts of over \$500,000 (\$1,000,000 for construction of a public facility), large contractors and subcontractors submit a subcontracting plan containing percentage goals letting subcontracts to small, small disadvantaged and women-owned small businesses.
- ♦ large contractors and subcontractors describe the efforts they will make to assure that such businesses have an equitable opportunity to compete for subcontracts.
- the Small Business Administration, in both formally advertised and negotiated contracts, review the subcontracting plan; failure of the large contractor or subcontractor to comply in good faith with its approved plan may subject the contractor to termination for default.

Subcontracting Opportunity Resources

- ♦ The Commerce Business Daily (CBD)
- ♦ Sub-Net, http://web.sba.gov/subnet/dsp_what_is_subnet.cfm
- Subcontracting assistance program of the SBA
- Small and disadvantaged business utilization specialists (OSDBU) of various government agencies
- ♦ Business Service Centers of the GSA
- Attendance at trade shows and procurement opportunity conferences
- ♦ Small Business Subcontracting Opportunities Directory, Available through SBA Online or the Office of Government Contracting homepage at http://www.sba.gov/GC/

Benefiting from the Government's Programs

There are a number of programs that help women-owned businesses compete in the federal market. The SBA, Department of Commerce, etc., all offer assistance to women.

U.S. Small Business Administration

One of the major responsibilities of the SBA is to assist women-owned businesses in obtaining a fair share of the federal procurement dollar. There are several programs and organizations available to help.

Office of Women's Business Ownership

In addition to working through the Interagency Committee on Women's Business Enterprise (IACWBE) and the National Women's Business Council (NWBC), the Office of Women's Business Ownership helps women-owned businesses with federal procurement through training programs. Women's business ownership representatives in SBA district offices throughout the country can guide you to the appropriate procurement contact in a specific agency or department. (See Appendix 2.) Also, see www.sba.gov/women.

The Women's Business Center Program

Established through the Women's Business Ownership Act of 1988 and reauthorized through the Women's Business Development Act of 1991, this program sets up centers around the country to train and counsel women in the skills needed to start and grow their own businesses. Women's business centers offer a wide range of information and services to women at all levels of business development, including management techniques, networking, counseling, and technology training. An Online Women's Business Center (www.onlinewbc.org) offers a full business training curriculum as well as networking, online counseling and financial and management resources for women who do not currently have a women's business center nearby.

SBA Online Women's Business Center

The SBA launched a state-of-the-art Internet site in 1998 to help women start or expand their businesses. The SBA Online Women's Business Center complements the SBA's Women's Business Center program by drawing on the business training expertise and best practices of SBA's women's business centers across the country. This free, interactive Web site, www.onlinewbc.org, offers business principles and practices, management techniques, networking, counseling, a resource database, industry news, and many SBA services and resources available to potential and existing women entrepreneurs. The Online Women's Business Center, devoted to the needs of the entrepreneur, offers a wide range of information and services to women at all levels of business development. Special features on the site include interactive mentoring and individual counseling, topic forums, newsgroups, information in Spanish and Russian, and a data resource guide with a state-by-state list of all of the professional services that women need to start and expand businesses.

Federal Dollar\$ and \$ense Conferences for Women Business Owners

- ♦ These SBA workshops offer help women-owned businesses to identify the products or services they may sell to the government, how and where to obtain government specifications for their products or services, and how to register on PRO-*Netâ* and the benefits to being registered.
- Contract opportunity meetings are held in SBA offices for representatives of small businesses to discuss purchasing needs and contracting opportunities with officials of government agencies and prime contract holders.
- SBA makes available a large body of publications on various aspects of selling to the federal government. (See Bibliography, Appendix 3.)

SBA Procurement Center Representatives (PCRs)

PCRs are stationed throughout the country at major military and civilian buying activities. They review contracting actions in order to increase the small business share of government contracts.

There are two types of PCRs – traditional and breakout. Traditional PCRs act to increase procurements set aside for small business. They also make 8(a) set-aside recommendations.

Breakout PCRs act as advocates for the breakout of items for purchase through full and open competition. They try to change procurements from sole source to open competition in order to effect savings for the federal government and to

give other suppliers an opportunity to compete.

PCRs assist small businesses having problems with a federal agency, and they counsel small businesses on how to market their products/services to the federal government.

To locate the closest PCR, check the Internet address http://www.sba.gov/gc/. Click on "Contacts," and then click on "SBA's Procurement Center Representatives (PCR's)."

SBA Commercial Market Representatives (CMRs)

CMRs are located in field offices throughout the country. Their responsibilities include:

- assisting small businesses in discovering and expanding subcontracting opportunities with large contractors;
- working with large contractors to interpret subcontracting laws and regulations, including the formulation of subcontracting plans;
- conducting post-award evaluations of subcontracting plans; and
- conducting on-going subcontract compliance reviews to make sure that large contractors are implementing their subcontracting plans.

To locate the closest CMR, check the Internet address http://www.sba.gov/gc/. Click on "Contacts" and then click on "SBA's Commercial Market Representatives (CMR's)."

8(a) Program

The SBA's 8(a) Business Development Program, named for a section of the Small Business Act, is a business development initiative that helps small disadvantaged businesses compete in the American economy. As part of the business development of the 8(a) firms, SBA helps small disadvantaged businesses access the federal contracting marketplace. SBA fulfills this mission by providing marketing, managerial, technical, and procurement assistance to help eligible businesses achieve their full competitive potential. This assistance is provided through two principal programs: Business Development, and Management and Technical Assistance.

The 8(a) Program began June 11, 1942, under Public Law 603, with the Smaller War Plants Corporation. This corporation had broad authority to contract with the United States to furnish goods and services to the government and to arrange for the performance of these contracts by subcontracting to small businesses or others. The Defense Production Act amendments of 1951, Public Law 96, created the independent Small Defense Plants Administration. The Small Business Act of 1953 authorized SBA to enter into contracts with federal agencies and to subcontract the work to small businesses.

The 8(a) Program, today has evolved over the years from an employment/economic- development to a business development program. The 8(a) program was started as a result of Executive Orders issued by President Johnson and President Nixon in response to the 1967 Report of the Commission on Civil Disorders, commonly called the Kerner Commission. The finding that triggered the 8(a) effort was that disadvantaged individuals did not play an integral role in America's free-enterprise system, in that they enjoyed no appreciable ownership of small businesses and did not share in the community redevelopment process. The report recommended that steps be taken to increase the level of business ownership by minorities so that they would have a better opportunity to materially share in the competitive free enterprise system.

In 1969, SBA redesigned the program to provide federal contract support for small firms owned by socially or economically disadvantaged individuals. This use of the Section 8(a) authority was accomplished through SBA administrative regulations. The 8(a) Program grew to include, from 1970 to 1980, approximately 2,000 businesses. In passing P.L. 100-656, on November 15, 1988, Congress found that the 8(a) Program remained a primary tool for improving federal procurement opportunities for small businesses owned and controlled by socially and economically disadvantaged individuals and for bringing them into the nation's economic mainstream. Currently, the 8(a) Program comprises approximately 6,000 businesses. It awards approximately \$6 billion in 8(a) contracts annually.

Business Development

Through award of sole-source and limited-competition contracts, SBA provides a logical, systematic approach to market access and enterprise growth to businesses owned and controlled by socially and economically disadvantaged individuals. The program promotes competitive development over a nine-year period. Each participant's progress is monitored and measured, and its developmental needs are identified through annual reviews of business plans.

Management & Technical Assistance

Under Section 7(j) of the Small Business Act, SBA provides specialized training, professional consultant assistance, and high-level executive development. Assistance is provided to 8(a) Program participants, as well as to other small disadvantaged businesses, low-income entrepreneurs, and small businesses in labor-surplus areas or areas with a high proportion of low-income individuals.

Certification Requirements

The first step in seeking certification with the program is to contact the local SBA district office serving your area. An SBA representative will answer general questions over the telephone. Some district offices may also have 8(a) orientation workshops to provide additional information regarding the eligibility requirements and to review various SBA forms.

The applicant firm:

- must be a small business,
- must be unconditionally owned and controlled by one or more socially and economically disadvantaged individual(s) who are of good character and are citizens of the United States, and
- must demonstrate potential for success.

SBA defines a small business concern as one that is independently owned and operated, is organized for profit, and is not dominant in its field. Depending on the industry, size-standard eligibility is based on the average number of employees for the preceding 12 months or on sales volume averaged over a three-year period. Examples of SBA general size standards include the following:

- Manufacturing: Maximum number of employees may range from 500 to 1,500, depending on the type of product manufactured.
- Wholesaling: Maximum number of employees may range from 100 to 500 depending on the particular product being provided.
- Services: Annual receipts may not exceed \$2.5 to \$21.5 million, depending on the particular service being provided.
- Retailing: Annual receipts may not exceed \$5 to \$21 million, depending on the particular product being provided.
- General and Heavy Construction: General construction annual receipts may not exceed \$13.5 to \$17 million, depending on the type of construction.
- ◆ Special Trade Construction: Annual receipts may not exceed \$7 million; and
- ◆ Agriculture: Annual receipts may not exceed \$0.5 to \$9. million, depending on the agricultural product.

To date, there are more than 1,000 (19 percent of total participants) women-owned small businesses in the 8(a) Program.

To find out more about the 8(a) Business Development Program or how to apply, please visit the Internet at: http://www.sba.gov/MED/.

The HUBZone Program

The HUBZone Empowerment Contracting Program was created to provide federal contracting opportunities for certain qualified small business concerns located in distressed communities in an effort to promote private-sector investment and employment opportunities in these communities.

History of the HUBZone Program

The program was created by Title VI of the Small Business Reauthorization Act of 1997, Public Law 105-135, on December 2, 1997. On June 11, 1998, the final rule setting forth the program requirements for qualification as a HUBZone small business concern, federal contracting assistance, and other aspects of the program were published in the *Federal Register*. SBA started accepting HUBZone applications on March 22, 1999.

Target Areas

The target areas are historically underutilized business zones:

- qualified census tracts as designated by the Department of Housing & Urban Development for low income housing tax credit programs,
- qualified non-metropolitan counties in which either the median household income is less than 80 percent of the statewide non-metropolitan median household income as reported by the Bureau of Census,
- in which the unemployment rate is 140% or greater of the state unemployment rate as reported by the Bureau of Labor Statistics,
- lands within the external boundaries of an Indian reservation as defined by Bureau of Indian Affairs.

To find out more about the HUBZone Program or how to apply, please visit the Internet at http://www.sba.gov/hubzone.

As of early 2001, PRO-Netâ reflects 121 approved HUBZone businesses, 25 (20.7 percent) are women-owned.

Small Disadvantaged Business (SDB) Program

In the Adarand Contractors, Inc. vs. Pena case, the Supreme Court extended strict judicial scrutiny to federal affirmative-action programs that use racial or ethnic criteria as a basis for decision making. Under a standard of strict scrutiny, any federal program that makes race a basis for contract decision making must be narrowly tailored and serve a compelling government interest.

In response to the Department of Justice's review of federal procurement affirmative-action programs and amendments to the Federal Acquisitions Regulations to implement a government wide Small Disadvantaged Business (SDB) Program, the SBA issued a final rule establishing the procedural framework for certifying firms as SDBs and for processing protests challenging the status of a firm claiming to be an SDB.

The SBA implemented the SDB Program in August 1998 to provide equity in contracting with small businesses, including those owned and controlled by individuals determined to be socially and economically disadvantaged. The program certifies small businesses that meet specific social, economic, ownership, and control eligibility criteria as SDBs. Benefits available under the program include price evaluation adjustments, source-selection evaluation factors, and monetary incentives.

Certification

Members of certain designated groups (Black Americans, Hispanic Americans, Native Americans, Asian-Pacific Americans, and Subcontinent Asian Americans) are presumed to be socially disadvantaged.

Non-minority women, even though not one of the presumed disadvantaged groups, may still be considered socially disadvantaged. In such a case, a woman must present evidence to the SBA that she is, in fact, socially disadvantaged. The SBA will consider a woman to be socially disadvantaged if the preponderance of the evidence in her case indicates that she has been subjected to prejudicial treatment.

This means that she must present enough evidence for the SBA to conclude that it is more likely than not that she has suffered prejudicial treatment. She must show that the prejudice she suffered occurred on a number of occasions over a long period of time. In addition, the prejudice must be substantial in nature and must stem from circumstances beyond her control.

Applications for certification as an SDB may be submitted directly to SBA in Washington, D.C., or to an SBA recognized

private certifier. Private certifiers are located throughout the country. The regulatory authority for the program may be found at 13 C.F.R. 124. To find out more about the SDB Program or how to apply, please visit the Internet at http://www.sba.gov/sdb or call 1-800-558-0884.

Prequalification Loan Program

The Prequalification Loan Program was developed to promote the SBA's business loan programs to new markets. It also provides specialized support and assistance with the agency's loan application process. The program uses nonprofit organizations and intermediaries to assist prospective borrowers in developing a viable loan application package. That application can be submitted directly to the SBA for consideration of a loan prequalification. On approval, the intermediary can assist the applicant in locating a competitive lender. Loans under this program are limited to amounts of \$250,000 or less.

Technical Assistance

SBA regional or field offices, through PRO- $Net\hat{a}$, identify small research-and-development firms to which government agencies and prime contractors may refer for contracting and subcontracting needs.

SBA personnel assist small businesses in sharing the benefits of R&D programs carried out by federal agencies under government contracts or at government expense. (See Small Business Innovation Research Program listed below.)

Answer Desk

The Answer Desk is a toll-free information center that answers questions about starting or running a business and how to get assistance. A computerized telephone message system, the Answer Desk is accessible 24 hours a day, seven days a week. Answer Desk operators are available Monday through Friday from 9 a.m. to 5 p.m. eastern time. Call 1-(800) U-ASK-SBA.

SBA's Home page

The SBA home page offers detailed information on SBA and other business services at http://www.sba.gov. The Office of Women's Business Ownership home page is www.sba.gov/women.

Surety Bond Guarantee Program

This guarantee program is designed to assist a small business in need of bonding in order to obtain a government contract. SBA is authorized, for a fee, to guarantee a qualified surety company up to 90 percent of any losses incurred under bid, payment or performance bonds on contracts up to one million.

The small business applies through a surety agent who then submits financial and credit information and specific SBA forms to the surety company. The surety company submits all required documentation to SBA for final approval.

Small Business Innovation Research (SBIR)

The Small Business Innovation Development Act directs that small firms receive a fixed annual percentage of research and development dollars from federal agencies with R&D budgets of \$100 million or more.

The act requires the SBA to develop and implement the Small Business Innovation Research Program over a four-year period for civilian agencies and over a five-year period for the Department of Defense. Eleven agencies currently have SBIR programs. Each agency is responsible for making awards to small businesses the monitors and oversees the program (See Appendix 2).

Interagency Committee on Women's Business Enterprise (ICWBE)

The Interagency Committee on Women's Business Enterprise was established in October 1994 to lead a coordinated government effort to ensure that women's economic issues are addressed throughout the government. Composed of senior officials from federal agencies, the Committee reports directly to the President and Congress. The ICWBE works to expand women's access to capital, open up federal markets to women-owned businesses, and expand the information available about programs and services for women-owned businesses.

National Women's Business Council (NWBC)

The Council is the private-sector partner of the ICWBE. It acts as an advisory panel of the federal government and serves as an independent source of advice to the President, the Congress and the Interagency Committee on Women's

Business Enterprise. It is composed entirely of women business owners and advocates representing entrepreneurship nationwide. Its mission is to promote policies and programs designed to encourage women's business ownership at all stages of development in the public and private sectors.

Offices of Small and Disadvantaged Business Utilization (OSDBUs)

Each Federal Department and Agency has an Office of Small and Disadvantaged Business Utilization specialists. The specialists assist small businesses, small disadvantaged businesses, women-owned businesses, and labor surplus-area businesses market their products and services to the federal government.

They also give information and guidance on federal procurement procedures, how to get on a bidder's list, and where both prime and subcontracting opportunities exist. OSDBUs work with SBA, especially through PRO-*Netâ*, to find potential bidders from the small business community.

Department of Commerce (DOC)

DOC's Minority Business Development Agency (MBDA) provides comprehensive business assistance to minority-owned small businesses.

The minority business development centers comprise a nationwide network for delivery of MBDA and other federal programs that assist minority businesses. Services include general business consulting, financial assistance, management and technical assistance with business start-ups or expansions, and assistance in obtaining contracts with government agencies (See Appendix 2).

Federal procurement conferences are sponsored primarily by members of Congress and coordinated by the DOC and the SBA. Business owners may meet federal procurement specialists and representatives of prime contracting firms. These specialists inform business owners about the federal procurement processes, government aids and services available to small businesses, and active opportunities to sell to federal agencies and prime contractors.

Information about these conferences may be obtained by contacting DOC's nearest office or the office of the sponsoring member of Congress. Announcements of federal procurement conferences are also found in the *Commerce Business Daily*.

Federal Procurement Data Center (FPDC)

One excellent marketing tool is the Federal Procurement Data Center, a part of the General Services Administration. It operates the Federal Procurement Data System is a convenient, consolidated source of federal buying information. Business owners may ask FPDC for a list of all federal contracts over \$25,000 for the civilian agencies and for Department of Defense, awarded in a specific industry (only summary data is available below this amount). The request may cover a quarter or an entire year. The center can provide the user with 42 different pieces of information including:

- the name of the agency that contracted and the period covered
- ♦ the contract number
- the purchasing or contracting office
- the date of the award
- ♦ the principal place of performance
- the dollars obligated and
- the contractor, the method of procurement and other pertinent details

Any business owner interested in knowing which federal agency or department bought what, when, how much and from whom may simply request such information from FPDC.

FPDC charges a minimal fee depending upon the volume of information sought.

Federal Procurement Data Center (FPDC) 7th and D Street, SW

Washington, DC 20407 (202) 401-1529

Internet: http://fpds.gsa.gov

Department of Transportation (DOT)

The Department of Transportation has regulations to increase the participation of socially and economically disadvantaged businesses in its large financial-assistance programs for highways and mass transit.

The regulations carry out section 1101(b) of the Transportation Equity Act for the 21st Century (TEA-21) and provide that not less than 10 percent of authorized appropriations under the act be for contracts with socially and economically disadvantaged small businesses as defined by section 8(a) of the Small Business Act. The regulation continues the department's existing requirement of separate goals for women-owned businesses.

DOT does give women-owned businesses preferential treatment in that they are part of groups presumed to be socially and economically disadvantaged. However, this preference only applies to contracts awarded by each recipient of DOT funds, primarily state and local transportation agencies under TEA-21. This legislation requires the states to certify women-owned businesses as they do socially and economically disadvantaged firms. Your state's Department of Transportation can provide details on your state's certification process.

National Aeronautics and Space Administration (NASA)

NASA has also defined women-owned businesses as socially and economically disadvantaged in the NASA Plan, which outlines its proposals to broaden the base of small businesses supporting its procurement actions. By Public Law 101-144, Congress tasked NASA with a goal of 8 percent of the total value of prime contracts and subcontracts to be awarded to socially and economically disadvantaged businesses, which include women-owned businesses.

In addition to obtaining general counseling on how to contract with NASA from the staff of its Office of Small and Disadvantaged Business Utilization, women business owners can take advantage of short-term lending and bonding programs accessible through a national network of program management centers.

Environmental Protection Agency (EPA)

EPA has also defined women-owned businesses as socially and economically disadvantaged. The EPA Appropriation Act of 1991 (Public Law 101-507), states that the EPA Administrator, shall, to the fullest extent possible, ensure that at least 8 percent of Federal funding for prime and subcontracts awarded in support of authorized programs, including grants, loans and contracts for wastewater treatment and leaking underground storage tanks, be made available to socially and economically disadvantaged firms, including women-owned businesses.

For more information, visit EPA's web site at www.epa.gov/smallbusiness.

Mentor-Protégé Programs

http://www.acq.osd/mil/sadbu/mentor_protege/info/policies.html

Many federal agencies have established mentor-protégé programs to assist small businesses. Information about these programs can be obtained through agency web sites, as follows:

NASA: www.hq.nasa.gov/office/procurement/sdbsum.html

DoD: http://www.acq.osd.mil/sadbu/mentor_protege/index.html

DISA: www.disa.mil/mentor/

USAF: www.selltoairforce.org/mentor/

FAA: www.faa.gov/sbo/men2.htm

Treasury: www.treas.gov/sba

SBA: www.businesslinc.sba.gov

What If I'm Unsuccessful in My Bid or Proposal?

Debriefing/Evaluation in the Negotiation Process

Each proposal is evaluated in detail before a contract is awarded. If your company was not awarded the contract, you may ask the contracting officer for a debriefing. This debriefing may be take place in person or by phone. You may ask the contracting officer which aspects of your proposal prevented your company from receiving the award and how you may improve in the future. Many women business owners have found this constructive criticism to be the key to successfully responding to future solicitations by the federal government.

Certificate of Competency

A small business may not receive the federal government contract on which it bids even if it is the lowest bidder. A contracting officer who determines that that the small business lacks certain elements of responsibility, may propose to reject the bid. Elements of responsibility include, but are not limited to, competency, capability, capacity, credit, integrity, perseverance and tenacity.

The SBA is authorized by law to certify a small business with regard to any of these elements of responsibility. Consequently, if a contracting officer rejects or proposes to reject a bid of a responsive small business on any of the elements of responsibility, the case is referred to the SBA. The small business is notified of this decision by the SBA and given the opportunity to apply for a certificate of competency (COC).

The bidder must furnish SBA with data and documentation to establish responsibility. This may include items such as letters of credit, current financial status, supplies or vendor quotations (if applicable) and production plans (if applicable).

The SBA will review the firm's application and, if it grants the COC, it is binding on the contracting officer. A COC is valid only for the specific contract for which it is issued.

Protests with an Agency or with the General Accounting Office

Bidders or offerors who object to what they consider to be an improper award to another contractor have the right to file a protest against the award with the contracting officer. The protest must have a basis and it must be specific and timely. Contractors may file an initial verbal protest, but it must be followed up in writing. The contracting officer will confirm, in writing, the telephone conversation with the protestor and advise her that she has a certain period of time, usually one week, to file the written complaint. Protests should generally be made before the contract award because, once made, the government rarely terminates a contract and issues a resolicitation. The needs of the government for the product or service usually prevail. The protestor is notified in writing of the final decision on her protest. In addition to filing a protest with a contracting officer, the bidder or offeror can protest to the General Accounting Office. These are strict rules that must be followed in order for the protest to be timely. If not adhered to, the protest will be dismissed automatically.

A protest to GAO is initiated by filing a complete written protest addressed to General Counsel, General Accounting Office, Washington, DC 20548, Attention: Procurement Law Control Group. A copy of the protest must be filed with the contracting officer or the individual or location identified for that purpose in a solicitation within one day after filing with GAO.

References:

- ♦ U.S. General Accounting Office, *Bid Protests at GAO: A Descriptive Guide*. (available from the U.S. General Accounting Office, Washington, DC 20548)
- ♦ The Federal Acquisition Regulation, Part 14 (Formal Advertising), Paragraph 14.407.8. "Protests Against Award."
- ♦ The Federal Acquisition Regulation, Part 15 (Contracting by Negotiation), Paragraph 15.1003, "Protests Against Award."

What Are My Responsibilities as a Contractor?

Knowing what and how the government buys is essential if a woman business owner aimsis to be successful in government contracting. Don't think, however, that you can relax once you receive the good news that you have won a contract. Your work is just beginning. If you cannot perform according to the terms of the contract, the government will not get the product or service it needs and you may find yourself in financial difficulty as well.

The first thing to do is to read the proposed contract carefully before signing it. This may look like an imposing task, as some contracts may contain many pages, depending on the type of contract and complexity of what the government is buying. However, many contract terms and conditions are "boiler plate." Once you read and understand the terms, you will be familiar with them when they appear in your next contract.

One important feature of the contract is the identity of the office that will administer it. In most federal agencies this is usually the same office that awarded the contract. In the Department of Defense, however, the contract is generally assigned to a special administering office. If you have any questions about the contract, contact the office of administration. Do not proceed and find out much later that you are not in compliance.

Specific Contract Administration Matters

While federal contracts are similar to commercial contracts, they are different in some very important ways. They contain or make reference to many general contract provisions unique to the government.

These provisions implement various statutory or regulatory requirements applicable solely to federal contracts. Some of the important matters covered by these provisions are termination for default, termination for convenience, contract changes, payments; specifications, and inspection and testing. These matters are described in various parts of the Federal Acquisition Regulations. The SBA's Office of Government Contracting can assist you understanding these FAR provisions.

Termination for Default

Government contracts provide that the government may cancel (terminate) your contract if:

- you fail to make delivery within the time specified in the contract,
- you fail to make progress so as to endanger performance of the contract, and/or
- you fail to perform any provisions of the contract.

Before terminating a contract for default, the contracting officer must, however, give you an opportunity to remedy defects in your performance or show why your contract should not be terminated.

If your contract is terminated for default, you are entitled only to payment at the contract's price for items accepted by the government. If the government still needs the items that you failed to deliver, it has the right to procure the same items elsewhere and, if they cost more, charge the excess costs to you. This can be a very serious and costly matter.

If you can show that your failure to deliver or to make progress is excusable, your contract will not be terminated for default. To be excusable, a delay must be beyond your control and not caused by your fault or negligence. If your contract is terminated for default and you can prove that the government's action was improper, the termination will be treated as one for the "convenience of the government."

Termination for Convenience

The government may unilaterally terminate all or part of a contract for its convenience. This type of termination does not arise from any fault on the part of the contractor. Termination for convenience protects the government's interests by allowing it to cancel contracts for products that become obsolete or unnecessary.

As with terminations for default, the government must give you written notice of termination for convenience, but is not required to give advance notice. The notice of termination will usually direct you to:

- stop work,
- terminate subcontracts,
- place no further orders,
- communicate similar instructions to subcontractors and suppliers, and
- prepare a termination settlement claim.

If you fail to follow these directions, you do so at your own risk and expense. You should also receive detailed instructions as to the protection and preservation of all property that is or may become government-owned.

After termination for convenience, the government will make a settlement with you to compensate you fully and fairly for the work you have done and any preparation made for the terminated portion of the contract. A reasonable allowance for profit is also included.

Contract Changes

Because the government's needs change from time to time, government contracts contain a clause authorizing the contracting officer to unilaterally order changes in the specifications and other contract terms. The changes must be "within the general scope of the contract." The contractor is obliged to perform the contract as unilaterally changed by the contracting officer. A change is within the scope of the contract if it can be regarded as within the contemplation of the parties at the time the contract was entered into. The government cannot use a change order to change the general nature of the contract. The contractor is entitled to an equitable adjustment in price and delivery schedule if changes are ordered.

Payments

The obligation to make prompt payments for products delivered or services rendered is, generally speaking, the primary obligation of the government on a procurement contract. Payment is, naturally, of utmost importance to the small business. Your contract will specify the government office responsible for payment and will contain invoicing instructions. The more accurate your invoices, the more quickly you will be paid, so it is important to understand the payment process thoroughly. Prompt payment on all contracts serves the best interest of both the contractor and the government. Under certain circumstances if the government does not accomplish prompt payment, you can submit a request for interest payments. (Reference: Public Law 97-177, Prompt Payment Act.)

Under fixed-price contracts, the method of payment can vary with the dollar value of the contract. For relatively small contracts with a single item of work, you will generally be paid the total contract price in one lump sum. Payment is made after the government accepts delivery. For larger contracts with many items, you can invoice and receive partial payments. For example, in a contract for 120 units with a delivery rate of 10 per month, you can invoice each month for the price of delivered (and accepted) items.

Larger fixed-price contracts and subcontracts where the first delivery is several months after award may contain a clause permitting you to receive progress payments based upon costs incurred as work progresses.

Because progress payments are based on work that is not completed, you must repay them if you fail to complete the work. To protect its interest, the government takes title to your work-in-process for which progress payments have been made. To qualify for progress payments, you must have an accounting system that can accurately identify and segregate contract costs.

Specifications

The federal government has exact specifications for most of the products and services it buys on a regular basis. In all likelihood, your contract will contain such precise specifications. In fact, the specifications -- which describe the government's requirements -- were contained in the invitation for bids or request for proposals on which you based your bid or proposal.

Once an award is made to your company, you are contractually bound to deliver the product or service described in the specifications. Sometimes, the basic specifications will make reference to and incorporate other federal specifications. You are, of course, bound by the terms of these specifications as well as the basic specifications. Failure to deliver a product meeting these terms may result in termination of your contract by default.

Accordingly, as mentioned previously, never bid on a contract unless you have read and understood all of the specifications. Also, read the specifications again before you start work under the contract.

Inspection and Testing

Government contracts provide that the government may inspect and test the items you deliver to determine if they conform to contract requirements and specifications. The government will not accept a contractor's product unless it passes inspection. The type and extent of inspection and testing depend largely on what is being procured.

Special Recommendations and Advice

In addition to knowing the item you are manufacturing or the service you are providing, you should have a working knowledge of government contracting procedures, some of which are explained in this publication. You should also be aware of the following:

- As you have learned, the government conducts its business through authorized agents called contracting officers. Only a contracting officer has authority to bind the government, unless you are otherwise advised in writing. However, even contracting officers have limits on their authority, so do not hesitate to make sure of the authority of the person with whom you are dealing.
- Government procurement has historically been used as a vehicle for advancing various national, social and economic objectives. As a government contractor, you will be required to comply with the labor standards statutes (Service Contract Act, Contract Work Hours and Safety Standards Act, etc.) and other statutes advancing national socio-economic objectives, except for certain contracts where such legislation is specifically stated as non-applicable.
- ♦ You should become familiar with the contract provisions protecting the integrity of the government procurement process. These provisions include the "officials not to benefit" clause, the "anti-kickback" provisions, the "gratuities" clause, etc.
- Disputes between you and the contracting officer may occur under the contract. Federal contracts contain a clause setting forth procedures to resolve disputes. If the contracting officer issues a decision that is not satisfactory to you, you must make a timely appeal or the decision becomes final. Appeals are heard by the Board of Contracts Appeal.
- Do not attempt to build something bigger, better or different than called for by the contract. If you do, it may be too big or too heavy or may not fit and the government will not accept it. Simply comply with the contract terms, particularly the specifications.
- ♦ If your contract requires production, establish a production control schedule to assure that you will have the right materials in-house at the right time to meet delivery requirements. Make sure to place any subcontracts promptly and schedule delivery of subcontracted items carefully to avoid over-or-under stocking. If it appears you will not meet your schedule, notify the administration office immediately to obtain assistance. Failure to deliver on time gives the government the right to cancel your contract, with possibly disastrous results to you.
- One of the first things that must be done by a small business is to market to the Federal government. The best ways to start include registering on SBA's PRO-Net database, and contracting the agency's office of small and disadvantaged business utilization (OSDBU).
- Being e-commerce savvy is very important in doing business with the federal government. For example, if you want
 to do business with the Department of Defense, you must be able to invoice and receive payments electronically.
 Therefore, small business owners interested in doing business with the federal government should master
 electronic commerce.

Appendix I: Agency Resources

SBA Field Offices

There are SBA Field Offices located throughout the United States. To locate the SBA Office nearest you, look in your telephone directory, or call the SBA Answer Desk at 1-800 U- ASK-SBA.

The SBA Offices of Government Contracting and Disaster have specialized area offices across the country.

Government Contracting Area Offices

Area 1: CT, ME, MA, NH, NJ, NY, RI, VT 10 Causeway Street Room 265 Boston, MA 02222-1093 Telephone: (617) 565-5622 FAX (617) 565-5598

Area 2: DE, DC, MD, PA, VA, WV 475 Allendale Road Suite 201 King of Prussia, PA 19405 Telephone: (610) 962-3706 FAX (610) 962-3743

Area 3: AL, FL, GA, KY, MS, NC, SC, TN 1720 Peachtree Road NW Room 318N Atlanta, GA 30309 Telephone: (404) 347-4483 FAX (404) 347-2956

Area 4: IL, IN, IA, KS, MI, MN, MD, NB, OH, WI 500 W. Madison Street Suite 1250 Chicago, IL 60661-2511 Telephone: (312) 353-7381 FAX (312) 353-1160

Area 5: AR, CO, LA, NM, TX, OK 8625 King George Drive Building C Dallas, TX 75235-3391 Telephone: (214) 655-2008 FAX (214) 655-2027

Area 6: AK, AZ, CA, HI, ID, NV, OR, WA 455 Market Street 6th Floor San Francisco, CA 94105 Telephone: (415) 744-6820 FAX (415) 744-0314

The Area Director can direct you to the appropriate resource.

Disaster Area Offices

Area I:

360 Rainbow Blvd. S. 3rd Floor Niagara Falls, NY 14303 Telephone: (716) 282-4612 FAX (716) 282-1472 TDD (716) 282-0508

Area 2:

One Baltimore Place, N.E.

Suite 300 Atlanta, GA 30308 Telephone: (404) 347-3771 FAX (404) 347-3813 TDD (404) 347-3751

Area 3:

4400 Amon Carter Boulevard Suite 102 Ft. Worth, TX 76155 Telephone: (817) 885-7600 FAX (817) 885-7616 TDD (817) 267-4688

Area 4:

1825 Bell Street Suite 208 Sacramento, CA 95825 Mail Address: P.O. Box 13795 Sacramento, CA 95853-4795 Telephone: (916) 566-7246 FAX (916) 566-7280 TDD (916) 566-7388

GSA's Small Business Centers

Write, call, fax, or visit your regional center. GSA's website can be found at www.gsa.gov/pubs/dbgsa/bsc.htm

Send mail to the U.S. General Services Administration at the appropriate address from the following list:

District of Columbia; nearby Maryland and Virginia

Business Service Center (WCA4) Program Support Division 7th & D Streets, SW, Room 1050 Washington, DC 20407

Tel: (202) 708-5804 Fax: (202) 205-2872

Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont

Business Service Center (1AB) T.P. O'Neill, Jr. Federal Building 10 Causeway Street, Room 290 Roston, MA 02222

Boston, MA 02222 Tel: (617) 565-8100 Fax: (617) 565-8101

New Jersey, New York, Puerto Rico, U.S. Virgin Islands

Program Support Division (2AR) Business Services, Room 18-130 26 Federal Plaza New York, NY 10278

Tel: (212) 264-1234 Fax: (212) 264-2760

Delaware, Maryland & Virginia (except District of Columbia metropolitan area), Pennsylvania, West Virginia Program Support Division (3ADS)

Wanamaker Building 100 Penn Square East, Room 808

Philadelphia, PA 19107 Tel: (215) 656-5525 Fax: (215) 656-6404

Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, Tennessee

Office of Enterprise Development (4É) 401 West Peachtree Street, Rm. 2832 Atlanta, GA 30365-2550

Tel: (404) 331-5103 Fax: (404) 331-1813

Illinois, Indiana, Michigan, Minnesota, Ohio, Wisconsin

Office of Enterprise Development (6ADB) 230 South Dearborn Street, Room 3714

Chicago, IL 60604 Tel: (312) 353-5383 Fax: (312) 353-5385

Iowa, Kansas, Missouri, Nebraska

Office of Enterprise Development (6ADB) 1500 E. Bannister Road, Room 160 Kansas City, MO 64131

Tel: (816) 926-7203 Fax: (816) 823-1167

Arkansas, Louisiana, Texas, New Mexico, Oklahoma

Business Service Center (7ADB) 819 Taylor Street, Room 11A09 Forth Worth, TX 76102 Tel: (817) 334-3284 Fax: (817) 334-4867

Colorado, Montana, Utah, North Dakota, South Dakota, Wyoming Business Service Center (8PB-B)

Denver Federal Center Building 41 Room 145 P.O. Box 25006

Denver, CO 80225 Tel: (303) 236-7408 Fax: (303) 236-7403

Arizona, California, Hawaii, Nevada

Office of Enterprise Development (9ADB) 450 Golden Gate Avenue 5th Floor, Room 6514 San Francisco, CA 94102 Tel: (415) 522-2700 Fax: (415) 522-2705

Satellite Office Office of Enterprise Development (9ADB-L) 300 N. Los Angeles Street, Room 3259 Los Angeles, CA 94107

Tel: (213) 894-3210 Fax: (213) 894-3473

Alaska, Idaho, Oregon, Washington

Office of Enterprise Development (10AB) 400 15th Street, SW Auburn, WA 98001-6599

Tel: (206) 931-7965 Fax: (206) 894-488

The Federal Information Center Answers Your Questions Fast!

Have you ever tried to find an answer to a simple question about the federal government and ended up on a merry-goround of referrals? Or have you ever had a question about the federal government that was so difficult that you didn't know where to begin?

The Federal Information Center has specially selected and trained staff who can answer your questions or direct you to the appropriate person.

Hours of Operation

Information is available online 24 hours a day, seven days a week, at http://fic.info.gov/ The Federal Information Center is open for public inquiries from 9 am to 9 p.m., Eastern time, Monday through Friday, except for Federal holidays.

How to Reach Us

Simply dial toll-free 1-800-688-9889. Users of Telecommunication Devices for the Deaf (TDD/TTY) may call toll-free from anywhere in the United States by dialing 1-800-326-2996.

Consumer Information Center for small businesses can be accessed online at http://www.pueblo.gsa.gov/smbuss.htm

United States Department of Commerce Minority Business Development Agency (MBDA)

The U.S. Department of Commerce's Minority Business Development Agency funds Business Development Centers nationwide to assist with the start-up, expansion and acquisition of competitive minority-owned firms offering quality goods and services. Minority Business Development Centers, Native American Business Development Centers, Business Resource Centers and Minority Business Opportunity Committees known as MBDCs, NABDCs, BRCs and MBOCs—provide business assistance for bonding, bidding, estimating, financing, procurement, international trade, franchising, acquisitions mergers and joint ventures to increase opportunities in domestic and international markets for minority entrepreneurs. Individuals eligible for the centers' business assistance are Hispanics, Asians, Native and African-Americans, Aleuts, Eskimos and Hasidic Jews.

The MBDA-funded centers are operated by private firms, non-profit organizations, state and local government agencies, Native American tribes and educational institutions. The centers provide accounting, administration, business planning, construction and marketing information. They also identify minority-owned firms for contract and subcontract opportunities with federal, state and local government agencies and the private sector. The centers identify both private and public-sector sources of financing for minority-owned firms and assist with the preparation of financial documents and plans for submission to lenders.

MBDA's Regional and District Offices oversee the centers' business assistance services to minority entrepreneurs including youth entrepreneurship training and mentoring – in five multi-state regions.

MBDCs, NABDCs, BRCs and MBOCs foster competitive entrepreneurship, support local business and economic growth, help create jobs and improve the quality of community life for minority Americans. To find the center closest to you, call the MBDA at (202) 482-4547, access the homepage at http://www.mbda.gov/MBDA_agency/local_MDBAcenters.html or contact one of the Regional Offices:

MBDA ATLANTA Regional Center

http://www.mbda.gov/MBDA_agency/Atlanta/Atlanta_RO.html 401 Peachtree Street **Suite 1715** Atlanta, GA 30308-3516 Telephone: (404) 730-3300 rhenderson@mbda.gov

MBDA MIAMI Regional Center 51 SW 1st Avenue

Suite 928 Miami, FL 33130 Telephone: (305) 536-5054

Rsuarez@mbda.gov

MBDA CHICAGO Regional Center

http://www.mbda.gov/MBDA_agency/Chicago/Chicago_RO.html 55 E. Monroe Street Suite 1406 Chicago, IL 60603-5792 Telephone: (312) 353-0182 Dbaker@mbda.gov

MBDA DALLAS Regional Center

http://www.mbda.gov/MBDA_agency/Dallas_RO.html 1100 Commerce Street Suite 7B23

Dallas, TX 75242

Telephone: (214) 767-8001

Jiglehart@mbda.gov

MBDA New York Regional Center

http://www.mbda.gov/MBDA_agency/New_York/NewYork_RO.html 26 Federal Plaza

Room 3720

New York, NY 10278 Telephone: (212) 264-3262 Hdavenport@mbda.gov

MBDA BOSTON Regional Center

10 Causeway Street Room 418 Boston, MA 02222

Telephone: (617) 565-6850 Rkschwartz@mbda.gov

MBDA PHILADELPHIA

Regional Center 600 Arch Street, Room 10128 Philadelphia, PA 19106 Telephone: (215) 597-9236 Ajackson@mbda.gov

MBDA San Francisco

Mcabrera@mbda.gov

http://www.mbda.gov/MBDA_agency/San_Fco/SanFrancisco_RO.html Regional Center 221 Main Street Room 1280 San Francisco, CA 94105 Telephone: (415) 744-3001

MBDA LOS ANGELES Regional Center

http://www.mbda.gov/images/table/table_bottom.gif 355 S. Grand Avenue Suite 1150 Los Angeles, CA 90071

Telephone: (213) 613-1300

Rquerra@mbda.gov

Federal Offices of Small and Disadvantaged Business Utilization (OSDBU)

Offices designated as Offices of Small and Disadvantaged Business Utilization (OSDBUs) provide procurement assistance to small, minority, 8(a) and women-owned businesses. Their primary function is to ensure that small and disadvantaged businesses receive their fair share of U.S. Government contracts. "OSDBUs" are the contacts for their respective agencies and are excellent sources of information.

Department of Agriculture

http://www.usda.gov/da/smallbus.html
14th and Independence Ave., S.W., Room 1323, South Bldg.
Washington, DC 20250
Telephone: (202) 720-7117
FAX (202) 720-3001

Department of Commerce

http://www.osec.doc.gov/osdbu 14th and Constitution Ave., N.W., Room H-6411 Washington, DC 20230 Telephone: (202) 482-1472 FAX (202) 482-0501

Department of Defense

http://www.acq.osd.mil/sadbu

Office of the Director for Small Business Programs 3061 Defense Pentagon Washington, DC 20301-3061 Telephone: (703) 588-8618 FAX (703) 693-588-7551

Department of the Air Force

http://selltoairforce.org/ Office of the Secretary of the Air Force The Pentagon - Room 5E271 Washington, DC 20330-1060 Telephone: (703) 697-1950 FAX (703) 614-9266

Department of the Army

http://www.hqda.army.mil/osd_directive.html Office of the Secretary of the Army The Pentagon - Room 2A712 Washington, DC 20310-0106 Telephone: (703) 697-7753 FAX (703) 693-3898

Department of the Navy http://www.hq.navy.mil/sadbu Office of the Secretary of the Navy 2211 Jefferson Davis Highway Arlington, VA 22244-5102 Telephone: (703) 602-2700 FAX (703) 602-2477

Defense Logistics Agency 8725 John J. Kingman Rd.

Attn: DDAS Suite 2533 Ft. Belvoir, VA 22060-6221 Telephone: (703) 767-1650 FAX (703) 767-1670

Department of Education

http://www.ed.gov/offices/ODS 600 Independence Avenue, S.W., Room 3120-FOB-3 Washington, DC 20202-0521 Telephone: (202) 708-9820 FAX (202) 401-6477

Department of Energy

1000 Independence Avenue, SW, Room ED-3 Washington, DC 20585 Telephone: (202) 586-7377 FAX (202) 586-5488

Department of Health and Human Services

http://www.os.dhhs.gov/ 200 Independence Ave., S.W., Room 517D, Humphrey Building Washington, DC 20201 Telephone: (202) 690-7300 FAX (202) 690-8772

Department of Housing and Urban Development

451 7th Street, S.W., Room 3130 Washington, DC 20410 Telephone: (202) 708-1428 FAX (202) 708-7642

Department of the Interior

http://www.doi.gov/osdbu 1849 C Street, N.W., Room 2727 Washington, DC 20240 Telephone: (202) 208-3493 FAX (202) 208-5048

Department of Justice

http://www.usdoj.gov/jmd/osdbu National Place, Room 1010

Washington, DC 20530 Telephone: (202) 616-0521 FAX (202) 616-1717

Department of Labor

200 Constitution Avenue, N.W., Room C-2318 Washington, DC 20210 Telephone: (202) 219-9148 FAX (202) 219-9167

Department of State

OSDBU, Room 633, State Annex 6 Washington, DC 20522-0602 Telephone: (703) 875-6824 FAX (703) 875-6825

Department of Transportation

http://osdbuweb.dot.gov/ 400 7th Street, S.W., Room 9414 Washington, DC 20590 Telephone: (202) 366-1930 FAX (202) 366-7228

Department of the Treasury

http://www.treas.gov/sba 1500 Pennsylvania Avenue, N.W., Attn: 1310 G/400 West Washington, DC 20220 Telephone: (202) 622-0530 FAX (202) 622-2273

Department of Veterans Affairs

http://www.va.gov/osdbu 810 Vermont Avenue, N.W. (00SB) Washington, DC 20420 Telephone: (202) 565-8127 FAX (202) 565-8156

General Services Administration

http://www.gsa.gov/oed 18th & F Street, NW, Room 6069 Washington, DC 20405 Telephone: (202) 501-1021 FAX (202) 208-5938

Small Business Innovation Research Representatives (SBIR)

Department of AgricultureDirector, SBIR Program, Cooperative State Research, Education and Extension Service U.S. Department of Agriculture 1400 Independence Avenue, SW, Stop 2243 Washington, DC 20250-2243 Telephone: (202) 401-4002

Department of Commerce

SBIR Program Office U.S. Department of Commerce 1315 East-West Highway Room 15342 Silver Spring, MD 20910 Telephone: (301) 713-3565

Office of Small and Disadvantaged Business Utilization

U.S. Department of Commerce 14th and Constitution Avenue, NW HCHB, Room 6411 Washington, DC 20230 Telephone: (202) 482-1472

SBIR Program

Manager NIST U.S. Department of Commerce North Campus - Building 820 - Room 328 20 West Diamond Ave, Mail 306 Gaithersburg, MD 20899-0001 Telephone: (301) 975-4517

Department of Defense

SBIR Support Service U.S. Department of Defense 2850 Metro Drive Minneapolis, MN 55425-1566-Telephone: (800) 382-4634

Department of Education SBIR Program Coordinator U.S. Department of Education Room 602D 555 New Jersey Avenue, NW Washington, DC 20208 Telephone: (202) 219-2050

Department of Energy SBIR Program Manager U.S. Department of Energy **ER-33** 19901 Germantown Road Germantown, MD 20874-1290 Telephone: (301) 903-3054

Department of Health and Human Services

SBIR Program Manager Office of the Secretary U.S. Department of Health and Human Services Washington, DC 20201
Telephone: (202) 690-7300

Department of Transportation

Department of Transportation
SBIR Program Manager
U.S. Department of Transportation
Research and Special Programs Administration
Volpe National Transportation Systems Center
55 Broadway, Kendall Square
Cambridge, MA 02142-1093
Telephone: (617) 494-2712

Environmental Protection Agency

SBIR Program Director Environmental Engineering Research Division (8722) U.S. Environmental Protection Agency 401 M Street, S.W. Washington, DC 20460 Telephone: (202) 260-7899

National Aeronautics and Space Administration

Executive Coordinator for SBIR Program
U.S. National Aeronautics and Space Administration Headquarters NASA Headquarters - Code R Washington, DC 20546-0001 Telephone: (202) 358-4661

National Science Foundation

SBIR Program Director U.S. National Science Foundation 4201 Wilson Blvd. Arlington, VA 22230 Telephone: (703) 306-1390

Nuclear Regulatory Commission

SBIR Program Representative

Financial Management, Procurement and Administrative Staff U.S. Nuclear Regulatory Commission Mail Stop T-10 D5 Washington, DC 20555

Defense Logistics Agency (DLA) Service Centers

The Defense Logistics Agency buys more than four million different items for Department of Defense activities through the contracting centers listed below. DLA is not responsible for the introduction of new or improved items or for research and development contracts.

If you are interested in selling to the military, call the appropriate small business or contracting office listed below to obtain further information. Normally you will be asked to complete Standard Form 129 -- a Bidder's Mailing Application and other forms, if needed.

Defense Supply Center PO Box 3990

Columbus, OH 43216-5000 Telephone: (614) 692-3541 (800) 262-3272

FAX: (614) 692-4920

Defense Energy Support Center 8725 John J. Kingman Street Ft. Belvoir, VA 22060-6222 Telephone: (703) 767-9400 (800) 523-2601 FAX: (703) 767-9452

Defense Supply Center

8000 Jefferson Davis Hwy.

Richmond, VA 23297-5124
Telephone: (804) 279-3617/3287/3690
(800) 227-3603
(800) 544-5634 (Virginia only)

FAX: (804) 279-6615

Defense Supply Center Philadelphia

700 Robbins Avenue Philadelphia, PA 19111-5096

Telephone: (215) 737-2321; (800) 831-1110 FAX: (215) 737-7116

DLA Administrative Support Center, Office of Contracting

8725 John J. Kingman Road Ft. Belvoir, VA 22060-6220 Telephone: (703) 767-1161 FAX: (703) 767-1183

Defense Reutilization and Marketing Service

Federal Center 74 N. Washington Battle Creek, MI 49017-3092 Telephone: (616) 961-7116 FAX: (616) 961-4417

Defense Logistics Information Service

Federal Center 74 N. Washington FAX: (616) 961-4725 FAX: (616) 961-4725

DSCP Pacific Region

440 Fuller Way Pearl Harbor, HI 96860-4967 Telephone: (808) 474-2903 FAX: (808) 471-0513

Defense National Stockpile Center

8725 John J. Kingman Road Fort Belvoir, VA 22060-6223 Telephone: (703) 767-5492 FAX: (703) 767-5411

Defense Distribution Center

New Cumberland, PA 17070 Telephone: (717) 770-6109/7186

FAX: (717) 770-5689

Defense Contract Management Districts (DCMDs) and Defense Contract Management Commands (DCMCs)

These offices, also part of the Defense Logistics Agency, have small business specialists assigned to them to respond to inquiries and assist small businesses in identifying possible subcontracting opportunities. The DCMDs/DCMCs are not buying offices and therefore SF 129s should not be sent to them.

DCMC Atlanta

805 Walker Street Marietta, GA 30060-2789 Telephone: (770) 590-6197/6418 FAX (770) 590-6551

DCMC Birmingham

Burger Phillips Center 1910 3rd Ave., North Rm. 201 Birmingham, AL 35203-3502 Telephone: (205) 716-7403 FAX (205) 716-7875

DCMC Orlando

3555 Maguire Blvd. Orlando, FL 32803-3726 Telephone: (407) 228-5113/5260 FAX (407) 228-5312

DCMC Clearwater

Gadsden Building 9549 Koger Blvd., Suite 200 St. Petersburg, FL 33702-2455 Telephone: (727) 579-3093 FAX (727) 579-3106

DCMC Baltimore

217 E. Redwood St., Suite 1800 Baltimore, MD 21202-5299 Telephone: (410) 962-9735 FAX (410) 962-3349

DCMD East

495 Summer Street, 8th Floor Boston, MA 02210-2184 Telephone: (617) 753-4317/4318 (800) 321-1861 FAX (617) 753-3174

DCMC Boston

495 Summer Street Boston, MA 02210-2184 Telephone: (617) 753-3467/4110 FAX (617) 753-4005

DCMC Long Island

605 Stewart Avenue Garden City, Long Island, NY 11530-4761 Telephone: (516) 228-5722 FAX (516) 228-5938

DCMC Hartford

130 Darlin Street E. Hartford, CT 06108-3234 Telephone: (860) 291-7705/7783 FAX (860) 291-7779

DCMC New York

Ft. Wadsworth Staten Island, NY 10305 Telephone: (718) 390-1016 FAX (718) 390-1020

DCMC Indianapolis 8899 E. 56th Street Indianapolis, IN 46249-5701 Telephone:(317) 510-2015/2088 FAX (317) 510-2348

DCMC Dayton 1725 Van Patton Drive Area C, Building 30 Wright-Patterson AFB, OH 45433-5302 Telephone: (937) 656-3104 FAX (937) 656-3228

DCMC Syracuse

615 Erie Blvd., W. Syracuse, NY 13204-2408 Telephone: (315) 448-7897 FAX (315) 448-7914

DCMAO Detroit

Building 231 Warren, MI 48397-5000 Telephone: (810) 574-4474 FAX (810) 574-6078

DCMAO/ DCMC Philadelphia

700 Robbins Ave., Bldg. 4-A P.O. Box 11427 Philadelphia, PA 19111-0427 Telephone: (215) 737-5818/3560 FAX (215) 737-5873

DCMC Pittsburgh

1629 William Moorhead Federal Building 1000 Liberty Avenue Pittsburgh, PA 15222-4190 Telephone: (412) 395-5977 FAX (412) 395-5907

DCMC Springfield

Building 1, ARDEC Picatinny, NJ 07806-5000 Telephone: (973) 724-8204 FAX (973) 724-2496

DCMC Cleveland 555 E. 88th Street Cleveland, OH 44199-2064 Telephone: (216) 681-1571 FAX (216) 681-1719

DCMD West

18901 S. Wilmington Avenue **Building DH2**

Carson, CA 90746 Telephone: (310) 900-6028/6025/6026/6027 (800) 222-255 FAX (310) 900-6029

DCMC Dallas

1200 Main Street Dallas, TX 75202-4399 Telephone: (214) 670-9504/9351 (800) 255-8574 FAX (214) 573-2182

DCMC San Antonio

615 E. Houston Street PO Box 1040 San Antonio, TX 78294-1040 Telephone: (210) 472-4650 FAX (210) 472-4667

DCMC Chicago

O'Hare International Airport 10601 W. Higgins Rd., Bldg. 4 Chicago, IL 60666-0911 Telephone: (773) 825-5366/6866 (800) 637-3848 FAX (773) 825-5914

DCMC San Diego

7675 Dagget Street Suite 100 San Diego, CA 92111-2241 Telephone: (619) 637-4922 FAX (619) 637-4926

DCMC Denver

Orchard Place 2, Suite 200 5975 Greenwood Plaza Blvd. Englewood, CO 80110-4715 Telephone: (303) 843-4300 (800) 722-8975 FAX (303) 843-4334

DCMC San Francisco

1265 Borregas Avenue Sunnyvale, CA 94089 Telephone: (408) 541-7041/7042 FAX (408) 541-7084

DCMC Santa Ana

34 Civic Center Plaza PO Box C-12700 Santa Ana, CA 92712-2700 Telephone: (714) 836-2700 FAX (714) 836-2045

DCMC St. Louis

1222 Spruce Street St. Louis, MO 63103-2811 Telephone: (314) 331-5392 (800) 325-3419 FAX (314) 331-5800

DCMAO Van Nuys

6230 Van Nuys Blvd. Van Nuys, CA 91403 Telephone: (818) 267-2174 FAX (818) 267-2197

DCMC Seattle

3009 112th Avenue, N.E. Suite 200 Bellevue, WA 98004-8019 Telephone: (425) 889-73137/7318

FAX (425) 889-7252

DCMC Twin Cities

3001 Metro Drive Suite 200 Bloomington, MN 55425-1573 Telephone: (612) 814-4103 FAX (612) 814-4256/4154

DCMC Wichita

217 West Third Street, North Suite 6000 Wichita, KS 67202-1212 Telephone: (316) 299-7218 FAX (316) 295-7304

DCMC Phoenix

Two Renaissance Square 40 N. Central Ave., Suite 400 Phoenix, AZ 85004 Telephone: (602) 594-7911 FAX (602) 594-7978

U.S. Government Bookstores

The Government Printing Office (GPO) operates U.S. government bookstores in many areas of the country. These stores do not stock all of the more than 12,000 titles in the GPO inventory, but they do carry the ones you would be most likely to seek. GPO will also order and send to you any of its publications. These bookstores accept VISA, Mastercard and Superintendent of Documents deposit account orders.

GPO also publishes catalogs of new publications, a U.S. Government Information Catalog, which lists publications, periodicals and electronic products and a U.S. Government Subscription Catalog. You can also request specific subject bibliographies, i.e., business, small business, procurement, etc., which are available free of charge. All of these publications are updated on a timely basis.

Alabama

U.S. Government Bookstore O'Neill Building 2021 Third Avenue, N. Birmingham, AL 35203 Telephone: (205) 731-1056 FAX (205) 731-3444

California

U.S. Government Bookstore ARCO Plaza, C-Level 505 S. Flower Street Los Angeles, CA 90071 Telephone: (213) 239-9844 FAX (213) 239-9848

U.S. Government Bookstore Marathon Plaza, Room 141-S 303 2nd Street San Francisco, CA 94107 Telephone: (415) 512-2270 FAX (415) 512-2276

Colorado

U.S. Government Bookstore Federal Building, Room 117 1961 Stout Street Denver, CO 80294 Telephone: (303) 844-3964 FAX (303) 844-4000 U.S. Government Bookstore Norwest Banks Building 201 W. 8th Street Pueblo, CO 81003 Telephone: (719) 544-3142 FAX (719) 544-6719

District of Columbia

U.S. Government Bookstore U.S. Government Printing Office 710 N. Capitol Street, N.W. Washington, DC 20401 Telephone: (202) 512-0132 FAX (202) 512-1355

U.S. Government Bookstore 1510 H Street, N.W. Washington, DC 20005 Telephone: (202) 653-5075 FAX (205) 376-5055

Florida

U.S. Government Bookstore 100 W. Bay Street Suite 100 Jacksonville, FL 32202 Telephone: (904) 353-0569 FAX (904) 353-1280

Georgia

U.S. Government Bookstore First Union Plaza 999 Peachtree Street, N.E. Suite 120 Atlanta, GA 30309-3964 Telephone: (404) 347-1900 FAX (404) 347-1897

Illinois

U.S. Government Bookstore One Congress Center 401 S. State Street Suite 124 Chicago, IL 60605 Telephone: (312) 353-5133 FAX (312) 353-1590

Maryland

U.S. Government Bookstore U.S. Government Printing Office Warehouse Sales Outlet 8660 Cherry Lane Laurel, MD 20707 Telephone: (301) 953-7974 (301) 792-0262 FAX (301) 498-8995

Massachusetts

U.S. Government Bookstore Thomas P. O'Neill Building 10 Causeway Street Room 169 Boston, MA 02222 Telephone: (617) 720-4180 FAX (617) 720-5753

Michigan

U.S. Government Bookstore Federal Building, Suite 160 477 Michigan Avenue Detroit, MI 48226 Telephone: (313) 226-7816 FAX (313) 226-4698

Missouri

U.S. Government Bookstore 120 Bannister Mall 5600 E. Bannister Road Kansas City, MO 64137 Telephone: (816) 765-2256 FAX (816) 767-8233

New York

U.S. Government Bookstore Federal Building, Room 110 26 Federal Plaza New York, NY 10278 Telephone: (212) 264-3825 FAX (205) 264-9318

Ohio

U.S. Government Bookstore Federal Building, Room 1653 1240 E. 9th Street Cleveland, OH 44199 Telephone: (216) 522-4922 FAX (216) 522-4714

U.S. Government Bookstore Federal Building, Room 207 200 N. High Street Columbus, OH 43215 Telephone: (614) 469-6956 FAX (614) 469-5374

Oregon

U.S. Government Bookstore 1305 S.W. 1st Avenue Portland, OR 97201-5801 Telephone: (503) 221-6217 FAX (503) 225-0563

Pennsylvania

U.S. Government Bookstore Robert Morris Building 100 N. 17th Street Philadelphia, PA 19103 Telephone: (215) 636-1900 FAX (215) 636-1903 U.S. Government Bookstore Federal Building, Room 118 1000 Liberty Avenue Pittsburgh, PA 15222 Telephone: (412) 644-2721 FAX (412) 644-4547

Texas

U.S. Government Bookstore Federal Building, Room 1C50 1100 Commerce Street Dallas, TX 75242 Telephone: (214) 767-0076 FAX (214) 767-3239

U.S. Government Bookstore Texas Crude Building 801 Travis Street Suite 120 Houston, TX 77002 Telephone: (713) 228-1187 FAX (713) 228-1186

Washington

U.S. Government Bookstore Federal Building, Room 194 915 2nd Avenue Seattle, WA 98174 Telephone: (206) 553-4270 FAX (206) 553-6717

Wisconsin

U.S. Government Bookstore Reuss Federal Plaza, Suite 150 310 W. Wisconsin Avenue Milwaukee, WI 53203 Telephone: (414) 297-1304 FAX (414) 297-1300

All stores are open Monday through Friday. Kansas City is open 7 days a week.

Appendix II: Resource Bibliography

Resource Bibliography

All publications, unless otherwise indicated, can be obtained from the Office of Small & Disadvantaged Business Utilization in each respective department or agency (see Appendix 2).

U.S. Agency for International Development

Office of Small and Disadvantaged Business Utilization,

Guide to Doing Business with the Agency for International Development. Cost: Free

U.S. Department of Agriculture

Office of the Secretary, Selling to The USDA. Cost: Free

U.S. Department of Commerce

Office of the Secretary, Ask OSDBU. Cost: Free

U.S. Department of Commerce

How to Sell to The United States Department of Commerce. Includes sections on: Mission and functions of the Department of Commerce; Getting started in federal government contracting; OSDBU programs; What does Commerce buy?; The U.S. Small Business Administration; Telephone directories and contacts; Useful government publications; Glossary of procurement terms; and Application forms. GPO 003-000-00673-5 Cost: \$3.50

U.S. Department of Commerce

A Basic Guide to Exporting. Cost: \$9.50.

U.S. Department of Commerce

Minority Business Development Agency, Franchise Opportunities Handbook. Cost: \$21.00.

U.S. Department of Commerce

Office of the Secretary, Sub Contracting Directory of Prime Contractors. Cost: Free.

U.S. Department of Commerce

1995 Forecast of Contract Opportunities. Cost: Free.

U.S. Department of Defense

Directorate of Small and Disadvantaged Business Utilization, Office of the Secretary, Selling to the Military. Covers Army, Navy, Air Force, Defense Logistics Agency, and other Defense agencies. Provides general information about items purchased by the military. Also gives the locations of military purchasing offices.

Cost: \$8.50

U.S. Department of Defense

Directorate of Small and Disadvantaged Business Utilization, Office of the Secretary,

Small Business Specialists. Cost: \$5.00

U.S. Department of Defense

Directorate of Small and Disadvantaged Business Utilization, Office of the Secretary,

Guide to the Defense Acquisition Regulation for Small Business, Small Disadvantaged Business, Women-Owned Business.

Cost: \$2.00

U.S. Department of Defense

DoD Electronic Commerce (EC)/Electronic Data Interchange (EDI) in Contracting Report. Assesses the capabilities of the Electronic Commerce (EC)/Electronic Data Interchange (EDI) infrastructure that exists today in the Department of Defense. Sets forth a plan for implementing an electronic commerce approach for contracting and procurement functions, a planning estimate for both the resources and schedule required, and an identification of relevant policy issues. This book contains Volumes 1 and 2. GPO 008-000-00643-1. Cost: \$20.00

U.S. Department of Defense

Directorate of Small and Disadvantaged Business Utilization, Office of the Secretary,

Subcontracting Opportunities with DoD Major Prime Contractors.

GPO 008-040-00201-2. Cost: \$15.00

U.S. Department of Defense

Guide to Defense Contract Finance Regulations for Small Business, Small Disadvantaged Business, Women-Owned Small Business. Provides useful information about DoD contracts. Includes sections on: preaward surveys; policies related to financing DoD contracts; and progress payments and invoice processing. Includes blank copies of related forms. GPO 008-000-00503-6. Cost: \$2.00

U.S. Department of Energy

Office of Small and Disadvantaged Business Utilization, Doing Business with the Department of Energy. Cost: Free

U.S. Department of Energy

Office of Procurement and Assistance Management Directorate, Guide for the Submission of Unsolicited Proposals. Cost: Free

U.S. Environmental Protection Agency

Office of Small and Disadvantaged Business Utilization, Information for Prospective EPA Contractors. Cost: Free

U.S. General Services Administration

Business Service Center, *Doing Business with GSA*. Explains GSA procurement programs, the products and services GSA purchases and how to go about marketing them to GSA. Cost: Free

U.S. General Services Administration

Business Service Center. Contracting Opportunities with GSA. Summarizes how to bid on GSA procurements and how to market goods and services to GSA. Cost: Free

U.S. General Services Administration

Business Service Center, *GSA Subcontracting Directory, Winter-Spring.* Prepared as an aid to small business and small disadvantaged business concerns seeking subcontracting opportunities with General Services Administration (GSA) prime contractors. Lists the GSA contractors who have subcontracting plans and goals. Arranged alphabetically by name of company within each of the GSA regions. GPO 022-003-1184-6. Cost: \$3.00

U.S. Department of Health and Human Services

Office of Small and Disadvantaged Business Utilization, *Doing Business with the Department of Health and Human Services*. Cost: Free

U.S. Department of Housing and Urban Development

Office of the Secretary, Procurement Opportunity Program Guide to Doing Business with HUD. Cost: Free

U.S. Department of Interior, Introduction to Interior Acquisitions, Cost: Free

U.S. Department of Interior

Office of the Secretary, Forecast of Interior Acquisitions, Guide for Small Business Fiscal Year. Cost: Free

U.S. Department of Labor

Office of Small and Disadvantaged Business Utilization, What the U.S. Department of Labor Buys. Cost: Free

U.S. Department of Labor

Small Business Handbook: Laws, Legislation & Technical Assistance Services. Cost: Free.

Contact: Consumer Information Center, Department 6292, Pueblo, CO, 81009

U.S. Department of Labor

U.S. Department of Education

Choosing the Right Training Program; A Guidebook for Small Business. Cost: \$3.25.

U.S. National Aeronautics and Space Administration

Office of Small and Disadvantaged Business Utilization, Doing Business with NASA. Cost: Free

U.S. National Aeronautics and Space Administration

Office of Procurement, Guidance for the Preparation and Submission of Unsolicited Proposals. Cost: Free

U.S. National Aeronautics and Space Administration

Office of Procurement, Annual Procurement Reports. Cost: Free

U.S. National Aeronautics and Space Administration

Office of Procurement, How to Compete for NASA Contracts. Cost: Free

U.S. Small Business Administration

Office of Procurement Assistance, Procurement Assistance. Cost: Free

U.S. Small Business Administration

Office of Procurement Assistance, Small Business Subcontracting Directory. Cost: Free

U.S. Small Business Administration

Certificate of Competency: Help for Small Business Bidders. Cost: Free.

U.S. Small Business Administration

Starting and Managing a Business From Your Home, 1986. GPO 045-000-00232-2. Cost: \$1.75.

U.S. Small Business Administration

Exporter's Guide to Federal Resources for Small Business. Describes the major federal programs designed to assist small business owners in exporting their goods and services.

Also identifies people in various government agencies who are able to provide technical assistance and support to small business owners interested in international trade. Contains: Summaries of agency programs; Agency contacts for international trade; Talking points of international trade; Speakers bureau; and bibliography of major agency publications on international trade. Cost: \$4.75

U.S. Department of State

Bureau of Management, Guide to Doing Business with the Department of State. Provides small, minority and femaleowned firms with information about the State Department's procurement program. Also describes the State Department's acquisitions under the Diplomatic Security and Antiterrorism Act of 1966; a list of user office contacts; a vendor survey form; a list of federal Offices of Small and Disadvantaged Business Utilization; a list of subcontracting opportunities; and other information. GPO 044-000-02421-7. Cost: \$3.25

U.S. Tennessee Valley Authority Office of Minority and Small Business Services, *Doing Business with TVA*. Cost: Free

U.S. Tennessee Valley Authority

TVA Potential Suppliers Profile. Cost: Free.

U.S. Tennessee Valley Authority

The Qual-Link Partnership TVA Suppliers Handbook. Cost: Free.

U.S. Department of Transportation

Office of the Secretary, U.S. Department of Transportation Marketing Information Package. Cost: Free

U.S. Department of the Treasury

Office of the Secretary, Forecast of Contracting Opportunities. Cost: Free

U.S. Department of the Treasury

Office of the Secretary, What Treasury Buys. Cost: Free

U.S. Department of the Treasury

Office of Small and Disadvantaged Business Utilization, Small Business Subcontracting Opportunities. Cost: Free

U.S. Department of the Treasury

U.S. Customs Service

Importing into the U.S. Cost: Free.

U.S. Department of Veterans Affairs

"Business Assistance Pamphlet," "Small Business Specialist Directory," and "Annual Forecast of Contracting Opportunities." These three publications discuss doing business with individual medical centers, the National Acquisition Center (NAC), the Denver Distribution Center, Veterans Benefits Administration and the National Cemetery Administration. Also contain sections on small business programs and location of the VA contracting activities nationwide.

National Science Foundation

Office of Small Business Research and Development, Small Business Guide to Federal Research and Development

Commanding Officer Naval Publications and Form Centers 5801 Tabor Avenue Philadelphia, PA 19120 Military Specifications and Standards

Defense Logistics Agency Ft. Belvoir, VA Cataloging Handbook H2-1, GPO 008-007-03261-5. Cost: \$2.50

U.S. General Accounting Office PO Box 6017 Washington, DC 20548 Bid Protest and GAO: A Descriptive Guide 1996

Government Wide Resources

All publications, unless otherwise indicated, can be obtained from the Superintendent of Documents, U.S. Government Printing Office, North Capitol and H Street, N.W., Washington, DC 20402-9371.

Index of Federal Specifications and Standards and Commercial Item Descriptions. Alphabetic, numeric and federal supply classification indexes. Cost: \$40.00. Individuals should pay by money order, companies may pay by check, made payable to Federal Supply Service Bureau.

Standard Industrial Classification Manual. GPO 041-001-00214-2. Cost: \$30.00.

Federal Register (daily Monday through Friday, except federal holidays), GPO 022-003-800001-8. Cost: 6 months: Domestic - \$150.00; Foreign - \$187.00; Year subscription price: Domestic: - \$300.00; Foreign - \$375.00; Single copy: Domestic - \$1.50; Foreign - \$1.90 Available online, free of charge, at www.access.gpo.gov/su_docs/aces/aces/40.html

Federal Register Index, monthly, GPO 022-003-80004-2. Cost: Domestic - \$21.00; Foreign -\$26.25; no single copies.

Federal Register, What it is and How to Use It: A Guide for the User of the Federal Register. Code of Federal Regulations System. GPO 022-003-01041-6. Cost: \$7.00

Commerce Business Daily, published by the Department of Commerce. A synopsis of U.S. government proposed government sales and contract awards. Issued daily, Monday-Friday. Subscription price: Domestic \$275.00 a year; \$324.00 a year (first class). GPO 703-013-00000-7. Available online free of charge at http://cbdnet.gpo.gov

World Wide Web Directory

From the Office of Small and Disadvantaged Business Utilization Department of Veterans Affairs

Federal Resources

- Acquisition Reform Network (ARNet) http://www.arnet.gov
- Catalog of Federal Domestic Assistance

The Catalog of Federal Domestic Assistance Programs (CFDA) is a government wide compendium of all 1,386 Federal programs, projects, services, and activities that provide assistance or benefits to the American public. These programs provide grants, loans, loan guarantees, services, information, scholarships, training, insurance, etc., to millions of Americans every day.

- Commerce Business Daily http://cbdnet.gpo.gov/
- > FedWorld a comprehensive indexing of government resources on the Internet http://www.fedworld.gov
- Federal Acquisition and Procurement Opportunities http://www-far.npr.gov/AcqOpp/AcqOpp.html
- Federal Acquisition Jumpstation http://nais.nasa.gov/fedproc/home.html
- Federal Acquisition Virtual Library
- Federal Register Online http://www.access.gpo.gov/su_docs/aces/aces140.html
- Office of Governmentwide Policy http://www.policyworks.gov
- > Stat-USA integrates different federal data sources into one site http://www.stat-usa.gov
- > U.S. Business Advisor Gateway to the federal government http://www.business.gov

The White House/Office of Management and the Budget

- White House http://www.whitehouse.gov/WH/Welcome.html
- > Office of Federal Procurement Policy (OFPP) http://www.arnet.gov/References/References.html#OFPP
- Procurement Reference Library http://procure.msfc.nasa.gov/procref.html

Department of Agriculture

- Office of Small and Disadvantaged Business Utilization (OSDBU) –
- USDA Procurement http://www.usda.gov/da/procure.html

Department of Commerce

- OSDBU http://www.doc.gov/osdbu
- Commerce Acquisition Community Home Page

Minority Business Development Agency

http://www.mbda.gov

Department of Defense

- Central Contractor Registration (CCR)
 - Required registration for doing business with Department of Defense
- DoD OSDBU http://www.acq.osd.mil/sadbu
- Defense Acquisition University http://www.acq.osd.mil/dau
- Defense Advanced Research Projects Agency (Solicitations, BAA's, RFP's)
- Defense Technical Information Center (pre-award procurement planning updates and links to current military solicitations) http://www.dtic.dla.mil/c3i/c3ibusop.html
- Defense Technical Information Center Acquisition Information Home Page
- Defense Information Technology Contracting Organization National Capital Region http://www.disa.mil/line/ncrco.html
- Army, Navy, Air Force Acquisition Reform Nets http://www.acq.osd.mil/ar/
- Air Force OSDBU
- Air Force Acquisition Home Page http://www.safag.hg.af.mil/
- Air Force Contracting Home Page
- Army Acquisition Corps Home Page
- National Imagery and Mapping Agency OSDBU
- National Imagery and Mapping Agency Procurement and Contracts Directorate http://164.214.2.59/poc/contracts/contracts.html
- Navy ASN RD&A Acquisition & Business Management Home Page http://www.abm.rda.hg.navy.mil/
- Navy Acquisition Reform http://www.acq-ref.navy.mil
- Navy Marketing Information Service

Department of Education

Grants and Contracts Information – http://gcs.ed.gov/

Department of Energy

- OSDBU Business Communications Center – http://www.pr.doe.gov/prbus.html
- > DOE Office of Procurement and Assistance Management http://www.pr.doe.gov/default.htm
- DOE-Wide Information Management Acquisition Program (DIMAP) http://www-it.hr.doe.gov/dimap/
- DOE Field and Contractor Home Pages and Doing Business Pages http://www.pr.doe.gov/prpages.html

Department of Health and Human Services

OSDBU

- Office of Acquisition Management http://www.hhs.gov/progorg/oam/
- NIH Chief Information Officers Solutions and Partners (CIO-SP)

Department of Housing and Urban Development

- OSDBU http://www.hud.gov/cts/ctssmbus.html
- ► HUD Contracting http://www.hud.gov/cts/ctshome.html

Department of Interior

- OSDBU http://www.doi.gov/osdbu/
- Acquisition, Financial Assistance, and Property Management Home Page http://www.ios.doi.gov/pam/pamhome.html
- Bureau and Office Acquisition Home Pages http://www.ios.doi.gov/pam/acqsites.html

Department of Justice

- ➢ OSDBU
- DOJ Acquisition Home Page http://www.usdoj.gov/jmd/pss/acquistn.htm

Department of Labor

- OSDBU http://www.dol.gov/dol/osbp
- Grant and Contract Information
- Bureau of Labor Statistics http://stats.bls.gov

Department of State

- OSDBU http://www.statebuy.inter.net/osdbu1.htm
- Office of the Procurement Executive Acquisition Home Page
- Contracting Opportunities and Related Information
- Business Opportunities Solicitations

Department of Transportation

- OSDBU http://osdbuweb.dot.gov/main.html-ssi
- Acquisition and Grant Management Home Page http://www.dot.gov/ost/m60/index.html
- FAA Tech Center Bid Solicitations
- Doing Business with the Department of Transportation http://www.dot.gov/business.htm
- Procurement Offices http://www.dot.gov/business/dotlinks.htm

Department of the Treasury

OSDBU – http://www.ustreas.gov/sba/

- > Financial Management Service Procurement Opportunities
- Bureau of Engraving and Printing Office of Procurement
- Customs Service ProcureNET

Department of Veterans Affairs

- OSDBU http://www.va.gov/osdbu
- FY 1998 Business Opportunities Forecast http://www.va.gov/osdbu
- > VA Acquisition Home Page http://www.va. gov/oa&mm/
- Current Business opportunities with the Department. of Veterans Affairs
- VA Information Resource Management Program http://www.va.gov/oirm/program/index.htm.

Environmental Protection Agency

- Doing Business with EPA http://www.epa.gov/oam/
- > EPA Acquisition Policy Information (active contracts) http://www.epa.gov/oam/ptod/index.htm
- ➤ Headquarters Procurement Operations Division http://www.epa.gov/oam/hpod/
- > Superfund/RCRA Procurement Operations Division http://www.epa.gov/oam/srpod/

General Services Administration

- Doing Business with GSA
- Federal Acquisition Institute http://www.gsa.gov/staff/v/training.htm
- Federal Supply Service (including schedules) http://www.fss.gsa.gov/

National Aeronautics and Space Administration

- NASA OSDBU
- NASA Office of Procurement http://www.nasa.gov/office/procurement/
- Links to NASA's Business Opportunities by Center http://procure.msfc.nasa.gov/midrange/link_syp.html

U.S. Small Business Administration

- > SBA Home Page http://www.sba.gov/
- > SBA "Jumpstation" http://www.sba.gov/library/listingsroom.html

For listings and directories of:

8(a) Contractors

Approved Waivers

Business Information Centers (BICs)

Certificate of Competency Representatives (CoC's)

Certificate and Preferred Lenders (CoC's)

Commercial Market Representative (CMRs)

Local SBA Offices

Microloan Lender Participants

Minority Enterprise Development Staff

Offices of Small & Disadvantaged Business Utilization (OSDBU)

One Stop Capital Shops (OSCSs)

Procurement Center Representatives (PCR's)

SBA National Advisory Council (NAC)

SBIC Licensees

Service Corps of Retired Executives (SCORE)

Size Standards and SIC Codes

Small Business Investment Companies (SBICs)

Small Business Development Center (SBDCs)

Small Business Subcontracting Directory

Tribal Business Information Centers (TBICs)

U.S. Export Assistance Centers

PRO-Netâ

Registration site for small businesses doing business with the federal government. – http://pronet.sba.gov

U.S. Postal Service

- ➤ U.S. Postal Service Home Page http://www.usps.gov
- ➤ Selling to the US Postal Service http://www.usps.gov/business/

United States Congress

- ➤ U.S. Senate Committee on Small Business http://www.senate.gov/sbc/
- > U.S. House of Representatives Committee on Small Business http://www.house.gov/smbiz
- Thomas U.S. Library of Congress Legislative Research http://www.loc.gov
- > US Government Printing Office Procurement Services http://www.access.gpo.gov/procurement/index.html

Internet Market Research Web Sites for Contracting Officers

Required Sources of Supply

- Federal Prison Industries http://www.unicor.gov
- National Industries for the Blind http://www.nib.org
- National Industries for the http://www.nish.org
- Federal Supply Schedules (GSA Advantage) http://www.fss.gsa.gov/cgi-bin/advwel

Government Sources

- Air Force FARSite Contracting Laboratory (searchable FAR) http://farsite.hill.af.mil
- Central Contractor Registration (DoD vendor registration database) http://ccr.edi.disa.mil/ccragent/plsql/ccr.welcome
- CBD Online http://cbdnet.access.gpo.gov
- Commercial Advocates Forum (Government market research site) http://www.cadv.org
- Companies holding certificates of authority as acceptable sureties on Federal bonds and as acceptable reinsuring companies (Dept. of Treasury) www.fms.treas.gov//c570/index.html
- Contract Pricing Reference Guides (General Services Administration) www.gsa.gov/staff/v/guides/instructions.htm
- Davis-Bacon and Related Acts http://www.dol.gov/dol/esa/public/programs/dbra/index.html
- EDGAR (Securities and Exchange Commission filings of information by public companies http://www.sec.gov/edaux/wedgar.htm
- Federal Acquisition Circulars (Looseleaf Version) http://www.arnet.gov/far/fac.html
- Federal Acquisition Jumpstation (links to Procurement Reference Library; Procurement and Acquisition Sites by Contracting Activity) http://nais.nasa.gov/fedproc/home.html
- Federal Acquisition Regulations http://www.arnet.gov/far/
- Federal Acquisition System for Technology http://www.gsa.gov/iti/fast/
- Federal Computer Acquisition Center (client services for information technology) http://gsa.gov/fedcac
- Federal Procurement Data System (statistical data on contract awards)
- Federal Supply Schedules (information on GSA online schedules)
- Federal Supply Service Codes http://www.ecrc.uofs.edu/fsc-codes/fsc.html
- ➤ GSA Advantage (GSA online catalog) http://www.fss.gsa.gov/cgi-bin/advwel
- GSA Board of Contract Appeals Cases: Appeals, Travel Cases, Rate Cases, Relocation Cases, Oct. 1996 to present search (GSA) www.gsbca.gsa.gov/currcase.htm
- i-Mart (links to multiple market research sites and embedded market research tutorial) http://www.imart.org
- List of Metropolitan Areas (U.S. Census Bureau useful in doing PRO-Netâ searches) http://www.census.gov/population/www/estimates/metrodef.html

- List of Parties Excluded From Federal Procurement and Nonprocurement Programs http://www.arnet.gov/epls
- List of 8(a) Companies http://www.sba.gov/med/8a/list/
- Office of Management and Budget (OMB) Circulars
- Phoenix (database of minority-owned businesses)
- PRO-Net â (database of small businesses) http://pronet.sba.gov
- SBA Home Page http://www.sba.gov
- SBA Internet Business Cards (posted by businesses world-wide) http://www.sba.gov/buscard/
- SBA "Jumpstation" http://www.sba.gov/library/listingsroom.html
- Service Contract Act Occupations Directory http://www.dol.gov/dol/esa/public/regs/compliance/whd/wage/main.htm
- Standard Industrial Classification (SIC) Codes
- Size Standards
- Thomas U.S. Library of Congress Legislative Research http://www.loc.gov
- United States Code http://www4.law.cornell.edu/uscode/
- Veterans Affairs Acquisition Regulations (VAAR online) http://www.va.gov/oa&mm/vaar/

Industry Source Lists

- Aerospace Industries Association of America (links to its membership)
- American Institute of Architects (searchable database of building product manufacturers) http://www.aia.org
- PurchasingGuide.com (sophisticated search engine to help commercial buyers locate suppliers http://www.purchasingguide.com
- Big Yellow (omnibus yellow pages site maintained by Bell Atlantic)
- ➤ BizWeb (listings for 22.000 companies in 187 categories) http://www.bizweb.com
- Geocities (market research web site) http://www.geocities.com
- ➤ Hoover's Online (10,000 free company profiles) http://www.hoovers.com
- National Defense Industrial Association (provides a search and link capability to its membership) http://www.access.digex.net/~aia/members.html
- Thomas Register (listings for 520,000 products and services; 148,000 companies [requires free registration]) http://www.thomasregister.com
- Thomas Regional Electronic Network Directory (TREND listings for 4,500 products; 400,000 suppliers) http://www.trendonline.com
- Vivamus Concepts, Inc. (commercial site with embedded market research tutorial)
- Top Ten (links to wide variety of market information)

- Trade Journals and Public Media
- Computer Society http://www.computer.org/
- Dow-Jones http://www.dowjones.com
- Dun & Bradstreet http://www.dnbcorp.com
- Electric Library http://www.elibrary.com
- ➤ Electronic Newsstand http://www.enews.com
- Farcast
- Federal Computer Week http://www.fcw.com
- Frost & Sullivan http://www.frost.com/pr/links/
- Government Computer News http://www.gcn.com
- Internet Public Library http://www.ipl.org/
- Lexis-Nexis http://www.lexis-nexis.com
- Los Angeles Times http://www.latimes.com
- ➤ Moody's http://www.moodys.com
- Pathfinder http://www.pathfinder.com
- PAWWS
- Reuter's http://www.reuters.com
- SIRS http://www.sirs.com
- Standard & Poor's
- Switchboard Incorporated http://www.switchboard.com
- ➤ Wall Street Journal http://www.wsj.com
- Washington Post http://www.washingtonpost.com
- World Bank of Licensable Technology
- Washington Researchers Publishing http://www.researchers.com

Product Descriptions, Specifications and Standards

- American National Standards Institute http://www.ansi.org
- American Society of Mechanical Engineers http://www.asme.org
- > DefenseLink (links to DoD sites and resources) http://www.defenselink.mil
- Defense Standardization Program (DoD site for specifications and standards reform) http://www.acq.osd.mil/es/std/stdhome.html

- ➤ Defense Technical Information Center(Technical/R&D information; R&D Descriptive Summaries, also know as PEDS; Planning documents) http://www.dtic.mil
- FedWorld (Federal government websites and databases) http://www.fedworld.gov
- Global Engineering Documents (Commercial site with international standards available through 16 regional groups worldwide) global.ihs.com
- GovBot Database (CIIR search resources for government websites) http://www.business.gov
- Government Printing Office (Superintendent of Documents home page government information products) http://www.access.gpo.gov
- Institute of Electrical and Electronics Engineers (IEEE home page includes searchable standards database) http://www.ieee.org
- National Technical Information Service (NTIS; Government-sponsored scientific, technical, engineering, and business information) http://www.ntis.gov
- National Standard Systems Network (NSSN; ANSI integrated catalog database of over 100,000 standards currently in use) http://www.nssn.org
- North American Industry Classification System http://209.155.5.145/Find_NAICS.asp

Web Sites of General Interest to Businesses

Best Manufacturing Practices (BMP) Center of Excellence

National resource to foster the identification and sharing of best practices being used in government, industry, and academia. – http://www.bmpcoe.org/

Deion Associates & Strategies, Inc.

Useful links and resources - http://www.deionassociates.com/hplist/

FedStats

One Stop Shopping Federal Statistics - http://www.fedstats.gov/

FedCenter Web

Federal Government Procurement Information - http://www.fedcenter.com/

Forrester Research Inc.

Technology research service - http://www.forrester.com/

- Free CBD access from Loren Data http://www.id.com
- Government Contractor's Glossary

Provided by Friedman & Fuller Certified Public Accountants – http://www.kcilink.com/govcon/contractor/gcterms.html

The Government Contractor Resource Center

Free CBD Access, Government Bids, Regulations, Databases, and More - http://www.govcon.com/

International Trade Network Int'l Trade Info Service

- Lexis Nexis Small Business Advisor database search mechanism
- National Contract Management Association (Lots of links and info on government contracting from those who do it)
- National Federation of Independent Business

The National Federation of Independent Business is the nation's largest advocacy organization representing small and independent businesses. With an audited membership of 600,000 business owners, NFIB is a melting pot of commercial enterprise; high-tech manufacturers and family farmers, neighborhood retailers and service companies. – http://www.nfibonline.com

Procurement Resources

Practical information on how to plan, organize, prepare, and defend effective government proposals – http://www.artech-house.com/artprogs/detail_disp?0-89006-935-2

Quality Shopping

Free Internet 10 page custom website design & e-mail marketing service. 1-800-374-3611. – http://www.qualityshopping.com

- Set-Aside Alert
- Smart Business Supersite http://www.smartbiz.com/
- Visa Small Business Site

Resources to help small business managers, including monthly topics and information for women and minorities. – http://www.visa.com/cgi-bin/vee/fb/smbiz/main.html

World Wide Business City

Hosting of web pages for all small business and minority corporations - http://www.wwbcity.com

Web Sites of Interest to Veteran-Owned Businesses

Foundation for American Veterans

FAV, a nonprofit organization, was established to provide various benefits for all Veterans regardless of which branch of the military they were with. The Foundations main goal is to step in and assist Veterans, either through the Veterans Hospitals, homeless programs, educational programs, crisis programs, etc., where the local, state, and federal governments leave off.

National Committee For Employer Support of the Guard and Reserve

The National Committee for Employer Support of the Guard and Reserve (NCESGR) is a Department of Defense organization that works with employers, reservists, military leadership, and 54 volunteer committees to build and maintain a strong base of support for the role of the National Guard and Reserve in our Nation's defense. – http://www.ncesgr.osd.mil/ncesgr/owa/index_html.display_index_html

National Veterans Training Institute

NVTI was established in 1986 to further develop and enhance the professional skills of the veterans' employment and training service providers throughout the United States. The program is funded by the U.S. Department of Labor/Veterans' Employment and Training Service, which provides the Institute's direction in training and oversight. NVTI is administered by the University of Colorado at Denver, with training conducted in Denver and at selected regional sites in the U.S. and abroad. – http://www-ita.cudenver.edu

Project Vote Smart

Links to veteran's issues - http://vote-smart.org/issues/VETERANS_AFFAIRS

> U.S. Department of Labor - Employment Laws Assistance for Workers and Small Businesses

ELAWS (Employment Laws Assistance for Workers and Small Businesses) is designed to help you, as an employee or employer, understand your rights and responsibilities under the laws and regulations administered by the Department of Labor. – http://www.dol.gov/elaws

U.S. Department of Labor – Veterans Employment & training Service

The mission of the agency is to help veterans, reservists, and National Guard members in securing employment and the rights and benefits associated with such, through existing programs, the coordination and merger of programs, and the implementation of new programs. Services provided are to be consistent with the changing needs of employers and the eligible veterans' population. – http://www.dol.gov/dol/vets/

U.S. Small Business Administration Office of Veterans Affairs

The Office of Veteran's Affairs mission is to foster enhanced entrepreneurship among eligible veterans by providing increased opportunities; to vigorously promote the legitimate interests of small business concerns owned and controlled by eligible veterans; and to ensure that those concerns receive fair consideration in purchases made by the Federal government. – http://www.sba.gov/VETS

- Veterans Mean Business http://members.aol.com/VMBIOWA/VMB.index.htm
- Veterans Service Organizations Military/Veteran Web Sites http://www.theshop.net/slworley/vets.html
- Veterans Net

Our goal is to help all Veterans who served our great country in obtaining suitable, long term, meaningful employment, or secure private business opportunities. Help with information and resources for benefits or services for the disabled. – http://www.veteran.net

Web Sites of Interest to Women-Owned Businesses

Federal Resources

- Air Force OSDBU Women Owned Business
- Air Force OSDBU Information Technology Survey (for Women Business Owners)
- Department of Commerce, Federal Statistics and Resources

Census Bureau's Survey of Minority and Women-Owned Business Enterprise

- Department of Defense OSDBU Women-Owned Business Home Page
- Department of Defense Procurement Opportunities for Women-Owned Businesses http://www.acq.osd.mil/sadbu/wosb/resources.html
- Department of Labor Women's Bureau Home Page http://www.dol.gov/dol/wb
- > SBA's Office of Women's Business Ownership http://www.sbaonline.sba.gov/womeninbusiness/
- White House Office of Women's Initiatives and Outreach

Business, Marketing, and Support Resources

- Advancing Women
- BizWomen http://www.bizwomen.com/
- Business Women's Network, 1146 19th Street, NW Third Floor. Washington, D.C. 20036, 202/466-8212, 202/833-1808 fax http://www.tpag.com/BWN.html
- Feminist Majority Foundation http://www.feminist.org/

- Field of Dreams http://www.fodreams.com/
- > The National Foundation for Women Business Owners
- The Online Women's Business Center http://www.onlinewbc.org
- Planet Cybergrrl
- Wisconsin Women's Business Initiative Corporation http://www.execpc.com/~wwbic/
- The WomanSource Online Homepage http://www.womansource.com/
- Women's Access
- WomenBiz http://www.frsa.com/womenbiz/
- Women Business Owners Corporation http://www.wboc.org/
- Women's Business Resource Site http://www.athenet.net/~ccain/
- Women's Connection Online
- Women-Owned Small Business Web Watch
- Women-Owned Small Businesses Associations
- A Women's Place http://www.womensplace.com/
- WWWomen (search site for additional women's web sites) http://www.wwomen.com/
- Women's Web http://www.womweb.com/

Web Sites of Interest to Native American-Owned Businesses

Federal Resources

- CodeTalk (Combined Government Agency Information Source) http://www.codetalk.fed.us/
- National Museum of the American Indian
 The Smithsonian's National Museum of the American Indian is dedicated to the preservation, study, and exhibition
 of the life, languages, literature, history, and arts of Native Americans. Established by an Act of Congress in 1989,
 the museum works in collaboration with the Native peoples of the Western Hemisphere to protect and foster their
 cultures by reaffirming traditions and beliefs, encouraging contemporary artistic expression, and empowering the
 Indian voice. http://www.si.edu/organiza/museums/amerind/start.htm
- > Small Business Administration Tribal Business Information Centers http://www.sba.gov/naa/test/
- > U.S. Department of the Interior Bureau of Indian Affairs http://www.doi.gov/bureau-indian-affairs.html

➤ U.S. Department of Housing and Urban Development - Office of Native American Programs, Alaska ONAP - http://www.hud.gov/local/anc/anconap.html

Southern Plains ONAP - http://www.codetalk.fed.us/sponap.html

Northwest ONAP - http://www.hud.gov/local/sea/seaonap.html

Northern Plains ONAP

Eastern/Woodlands ONAP

Southwest ONAP - http://www.codetalk.fed.us/cnphoenx.html

- > U.S. Department of Health and Human Services, Indian Health Service http://www.ihs.gov/
- Tribal Job Opportunities and Basic Skills Training (JOBS) Program http://www.acf.dhhs.gov/programs/ofa/tjobs.htm
- Office of Minority Health
- U.S. Department of Justice Office of Tribal Justice http://www.usdoj.gov/otj/otj.html
- U.S. Senate Select Committee on Indian Affairs http://www.senate.gov/~scia/

Business, Marketing and Support Resources

American Indian Chamber of Commerce

The purpose of the American Indian Chamber is to assist American Indian businesses in the pursuit of self-sufficiency through business success. – http://www.cowboy.net/~aicc/

AXIOM Financial Management

AXIOM Financial Management is a financial management firm specializing in the unique needs of Native American Communities. – http://www.indianresources.com

KRM Consulting

KRM specializes in policy analysis and research for tribal governments and nonprofit organizations serving American Indians

- National Center for American Indian Enterprise Development http://www.ncaied.org/
- National Congress of American Indians http://www.ncai.org/
- National Tribal Development Association http://www.ntda.rockyboy.org

The NTDA is a national association of tribes for the following purposes:

- To formulate an action agenda for reservation based economic development and advance this agenda through the combined efforts of tribes who have become members of the association.
- To develop a state of the art computer based communication services that will serve to link together in a national network the tribal members of the association and their business enterprises.
- To organize, in coordination with all other tribal organizations, a database comprised of information profiles on the business enterprises of member tribes.

- To provide association members government procurement announcements and bid notices that are listed on the Federal Governments electronic data information system and selectively matching such notices to the profile on tribal enterprises.
- To commission business and economic research on issues and topics that are relevant to Indian Country
 economic development and to tribal government policy makers.

Native American Business Alliance

The NABA has two basic missions: to facilitate mutually beneficial relationships between private and public businesses with Native American owned companies; and educate the communities on Native American culture, paving the way for future generations.

Native American Contributions

Interesting facts and quizzes concerning contributions made by Native Americans.

Native American Manufacturers Network

The Native American Manufacturer's Network (NAMN) is a non-profit organization of tribal manufacturing firms working together to raise visibility, promote services, increase technological and market knowledge through the use of shared expertise, equipment, capabilities and joint bidding ventures of Network members. – http://www.wtp.net/NAMN/

- Native American Marketing and Development Corporation (NAMCOR) http://www.namcor.com
- Native American Technologies, Inc.

NATEC specializes in providing technical assistance, training, publications and consultant services to Native Americans. – http://www.natecinc.com/

- Native Cybertrade
- Native Media Resource Center Native Stations List

Listing of Native American radio stations across America - http://www.wco.com/~berryhp/stations.html

NativeTech

Dedicated to disconnecting the term "primitive" from perceptions of Native American technology and art. - http://www.nativeweb.org/NativeTech/

- NativeWeb http://www.nativeweb.org/
- Native American Tribal Research Information http://www.tillerresearch.com/
- Tribal Data Resources Online

TDR provides quality products and services to Tribes, Tribal service organizations, government agencies, and those who serve and assist them. All TDR services increase Tribal self sufficiency Indian Country - http://www.tdronline.com/

Legal Resources

- Cases and Legal Rights Issues concerning the First Nations and their People http://www.alt.net/~waltj/shea/court.html
- Legal Information Institute (Indian laws materials)
- Native American Rights Fund (NARF)

The Native American Rights Fund is the non-profit legal organization devoted to defending and promoting the legal rights of the Indian people. Indian lives are governed by hundreds of treaties, thousands of federal

statutes, and numerous regulations and administrative rulings -- many that contradict each other. The Native American Rights Fund provides the necessary legal representation to Native American tribes and villages, organizations and individuals to help untangle the maze of laws impacting their lives. – http://www.narf.org/

Native Sense

Information, case law and resources for and about Native Americans - http://- www.nativesense.com/

The U.S. House of Representatives Internet Law Library, Indian Nations and Tribes – http://law.house.gov/31.htm

Web Sites of Interest to Minority-Owned Businesses

- American Association of Minority Businesses http://www.website1.com/aamb/ 222 S. Church St., Suite 220 Charlotte, N.C. 28202 704/376-2262 704/372-5524 fax
- Asian American Network http://www.aan.net/home_d.htm 9550 Flair Dr., 4th Floor El Monte, CA 91731 818/452-2152 818/582-1193 fax
- Minority Business Conferences http://www.clark.net/cdpubs
- Council for Economic and Business Opportunity, Inc.

A full service business and economic development organization in the Baltimore-Washington region whose core competency is the development of minority-owned businesses. – http://www.cebo.com/

- Census Bureau's Survey of Minority and Women-Owned Business Enterprise http://www.census.gov/agfs/www/smobe.html
- Food Marketing Institute
- List of supermarket minority-owned vendors and suppliers http://www.fmi.org/industry/mcl/
- Hispanic Association on Corporate Responsibility

1730 Rhode Island Ave., N.W., Suite 505 Washington, D.C. 20036 202/835-9672

International Franchise Association – http://www.franchise.org

1350 New York Ave., NW Suite 900 Washington, D.C. 20005-4709 202/628-8000 202/628-0812 fax

- LatinExpo/Latinoamerican en internet http://www.latinexpo.com
- MBN Global

Business news and information service, for and about the diverse world of business, serving minority and women entrepreneurs and their counterparts internationally. – http://www.mbnglobal.com/

Minority Business Entrepreneur Magazine Home Page

We also offer information on Women's Business Exclusive, a newsletter exclusively for women business owners. – http://(www.mbemag.com/

Minority Bank Deposit Program

List of Banks participating in the Comptroller of Currency's Minority Bank Deposit Program.

Minority online Information Service (MOLIS)

Source for information regarding federal contracts and grants available to HBCU's and other Minority Institutions as well as resources for partnering opportunities for small business. – http://www.rams-fie.com/

National Association of Minority Contractors

1333 "F" St., NW, Suite 500 Washington, D.C. 20004 202/347-8259 202/628-1876 fax

National Association of Purchasing Management – http://www.napm.org

P.O. Box 22160 Tempe, AZ 85285-2160 800/888-6276

National Association of Purchasing Management - Silicon Valley - http://www.catalog.com/napmsv

P.O. Box 32156 San Jose, CA 95152-2156 408/929-6276 408/929-6277 fax

National Business Incubation Association – http://www.nbia.org

20 East Circle Dr., Suite 190 Athens, Ohio 45701-3751 612/593-4331 612/593-1996 fax

National Internet Community of Hispanic Entrepreneurs Network – http://www.matrixes.com/niche/nichenet.htm

8650 Spicewood Springs Rd., Suite 480 Austin, Texas 78759-4309 512/918-2237 512/219-6281 fax

National Minority Supplier Development Council, Inc.

Providing a direct link between corporate America and minority-owned businesses is the primary objective of the National Minority Supplier Development Council, one of the country's leading business membership organizations. It was chartered in 1972 to provide increased procurement and business opportunities for minority businesses of all sizes.

- National Minority Business Directory http://www.tryusdir.com/
- U.S. Department of Commerce Minority Business Development Agency 14th & Constitution Ave., NW Room H6708 Washington, D.C. 20230 202/482-4547, 202/501-4698 fax
- ➤ U.S. Hispanic Chamber of Commerce http://www.ushcc.com

1030 15th St., NW, Suite 206 Washington, D.C. 20005 202/842-1212 202/842-3221 fax

The World Wide Minority Business Network Site

Includes a Minority Business Directory and M/WBE Coordinators and Buyers Directory - http://www.mbnet.com/

State Acquisition Web Sites

- Alaska Div. of General Services http://www.state.ak.us/local/akpages/ADMIN/dgs/home.htm
- Alaska Dot & Public Facilities Construction Bid Page
- California Dept. of General Services Procurement Div
- State of California Department of General Services Office of Small and Minority Business http://www.dgs.ca.gov/osmb/default.htm
- Caltrans A&E Program Page http://www.dot.ca.gov/hq/ArchEng/
- Delaware Division of Purchasing http://www.state.de.us/govern/agencies/purchase/welcome.htm
- Florida Dept. of Admin. Purchasing Home Page http://fcn.state.fl.us/dms/doa/pages/homedp.html
- Indiana Dept. of Administration Home Page http://www.ai.org/idoa/index.html
- > Kansas Dept. of Admin. Div. of Purchases RFQ Listings http://www.ink.org/public/purchasing/
- Kansas DOT Bid info-
- Kentucky Purchasing Information http://www.state.ky.us/purmanl.asc
- Louisiana Dept. of Admin Advanced Gov't Purchasing System
- > Louisiana Integrated Statewide Information System w/ links http://www.state.la.us/isis/isis.htm
- Massachusetts Department of Procurement and General Services
- Maryland Dept. of General Services Procurement Info Page http://www.charm.net/~dgs/index.html
- Maryland Contract Weekly Home Page
- Michigan DOT web access to dial-up/telnet BBS being built 3/96 http://mdotbbs.mdot.state.mi.us/
- Mississippi Dept. of Info. Technology Services Procurement Page http://www.its.state.ms.us/
- Missouri Division of Purchasing and Mat'l Management
- Montana Dept. of Transportation Home Page & Bid Invitations http://192.100.54.138/
- Nebraska State Purchasing Home Page http://www.das.state.ne.us/das_materiel/index.html
- New Mexico Gen. Services Dept. Purchasing Div. http://www.state.nm.us/clients/spd/spd.html
- New York Office of General Services Contracts and Awards DB
- North Carolina Division of Purchase and Contract http://www.doa.state.nc.us/PandC/
- Ohio GSA State Purchasing Office
- ➤ Ohio GSA Office of Construction Mgmt. Public Bids
- Ohio GSA State Printing Office Bids
- Ohio DOT Contracts Page

- Oklahoma DOT Proposals & Electronic Bid Submission (EBS) Page http://www.okladot.state.ok.us/contracts/index.htm
- Oregon Central Purchasing Services
- > South Carolina Procurement Information (gopher site) gopher://www.state.sc.us/
- South Dakota Division of Printing and Purchasing http://www.state.sd.us/state/executive/boa/pp.htm
- > Texas One sponsored by Texas Dept. of Commerce http://www.texas-one.org/
- Texas General Services Commission bid info http://www.gsc.state.tx.us/
- Texas DOT currently running BBS through Compuserve http://www.dot.state.tx.us/
- Utah Div. of Purchasing Contract Info Page
- Doing Business with Washington State
- Washington State DOT Electronic Bidding Home Page
- Wisconsin Dept of Admin. Div of Facilities Development Construction & building maintenance stuff http://www.doa.state.wi.us/dfd/moredfd.htm
- > State & Local Jumpstation http://www.fedmarket.com/statejump.html